

# CLUB

THE NATIONAL MAGAZINE  
OF EXECUTIVES OF TOWN  
AND COUNTRY CLUBS

# Management

MARCH  
1961

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Tax Exempt Status

Budgets

Food Service

Board-Manager Relations

Promotion of Activities

Payroll Control

Kitchen Facilities

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Opportunity Unlimited

Country Club Ideas

City Club Ideas

Conference Highlights



See page 5 for  
Photo Identification



A special issue covering the 34th annual  
Conference in Denver published for the  
CLUB MANAGERS ASSOCIATION OF AMERICA



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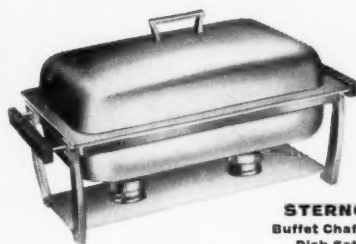
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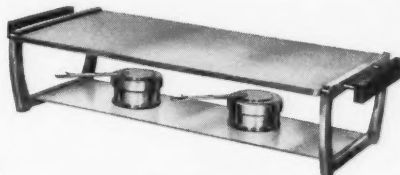
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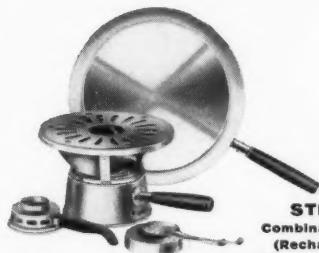
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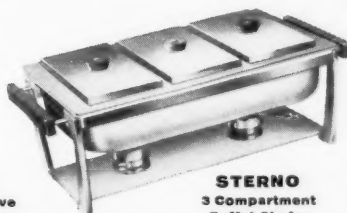
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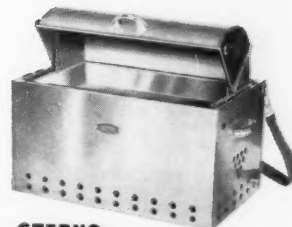
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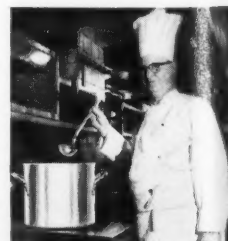
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## This Month's Cover

On our cover this month we've tried to capture a few of the highlights of the 34th annual CMAA conference in Denver.

On the top row, the left picture is of the new CMAA president, John Brennan, manager of the Birmingham (Mich.) Country Club. The right photo shows General Conference Chairman Horace B. Duncan (left) presenting a special plaque from the Mile High Chapter to Howard H. Mehlman, manager of the Denver Country Club and "dear" of Denver club managers.

The second row: At left, new CMAA Vice President John Bennett (right), Commercial Club of San Francisco, congratulates John Outland, newly elected CMAA secretary-treasurer and manager of the Dallas Country Club. At right, Master of Ceremonies Daniel L. Layman, Union League of Philadelphia, honors Mr. and Mrs. Kenneth E. Meisnest. Mr. Meisnest, who is manager of the Washington Athletic Club, Seattle, is the outgoing CMAA president.

The left photo on the bottom row shows part of the group of 770 who enjoyed luncheon and a show Wednesday at the Pinehurst Country Club where Laurice T. "Bud" Hall is manager. At right, Colorado Governor Stephen L. R. McNichols is shown seated on "Red," the Mile High Chapter good will ambassador. Governor McNichols gave a speech of welcome to the conference delegates. Others in the picture, from the left: Mr. Hall, chapter secretary-treasurer; Finn Peterson, chapter president; Mr. Duncan; and "Li'l Mac" Jerry Bakke, Beacon Supper Club.

## Thank You, CMAA

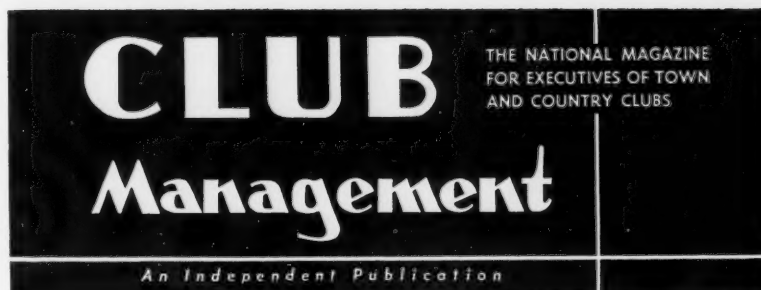
It is a pleasure and a privilege for the members of the staff of CLUB MANAGEMENT to again thank the officers and the hundreds of members of the CMAA for the help and cooperation we have received that makes this special Conference Issue possible.

In the issue is published in greater detail than ever before reports of all of the business meetings, speeches and social activities of the 34th Annual CMAA Conference held at the Denver Hilton from January 26 to 29. This wealth of information will serve as an important reference to club managers who attended the meeting; it will serve as a "Conference in Print" to those who didn't.

Without the support of firms interested in selling to clubs, this issue would not be possible. We sincerely hope as you buy for your club you will keep in mind and buy from the firms that support your magazine.

Many people contributed time and effort to make this conference issue possible. Special thanks are due President Kenneth Meisnest and Vice President John Brennan, of the CMAA, and the CMAA advertising committee of Robert Yoxall, chairman, Mr. Meis-

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Title Registered

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### EDITORIAL, PRODUCTION AND ADVERTISING OFFICE

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Donald H. Clark	Publisher	Wesley H. Clark	Editor
James J. Wengert	Associate Publisher	Johnson Poor	Managing Editor
Harold R. Colbert	Associate Publisher	J. T. Elliott	Associate Editor
Catherine M. Barrett	Office Manager	Sandra Smith	Assistant Editor
Margaret Holz	Advertising Production	Ralph B. Cox	Assistant Editor

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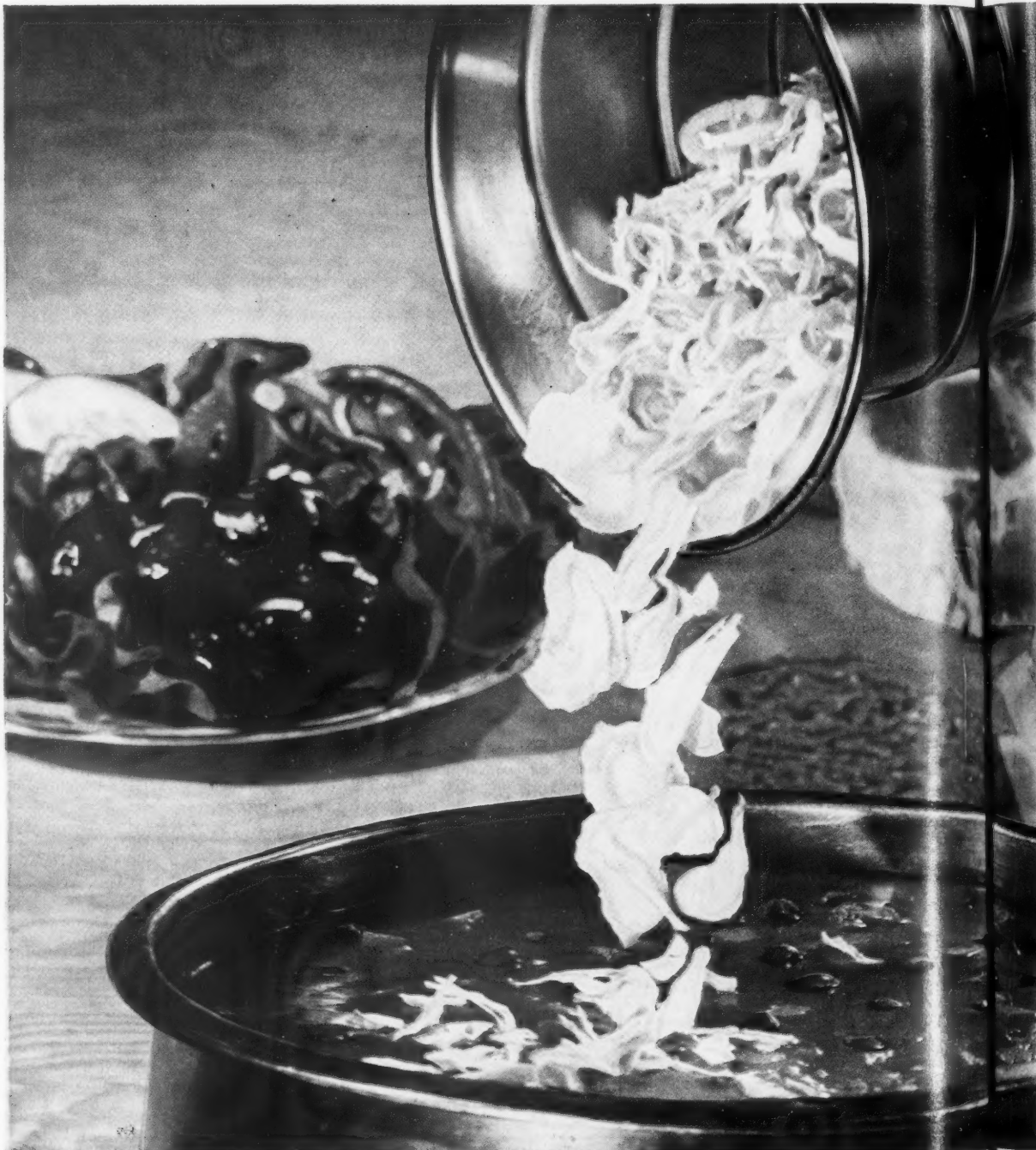
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5



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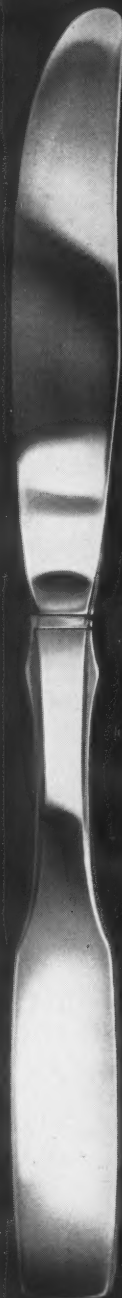
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## CONVENTIONALITIES

by don clark wes clark  
johnson poor



MILE HIGH Chapter members were gracious hosts throughout the conference, seeing to it that things ran smoothly, that everyone had a good time.

With a record registration of 1018 at the Denver conference, someone always has to be the first to register, and this year that honor went to Vera and Howard Duckworth, Pickwick Club, Niles, Mich. The Duckworths sported a large No. 1 on their ticket books.

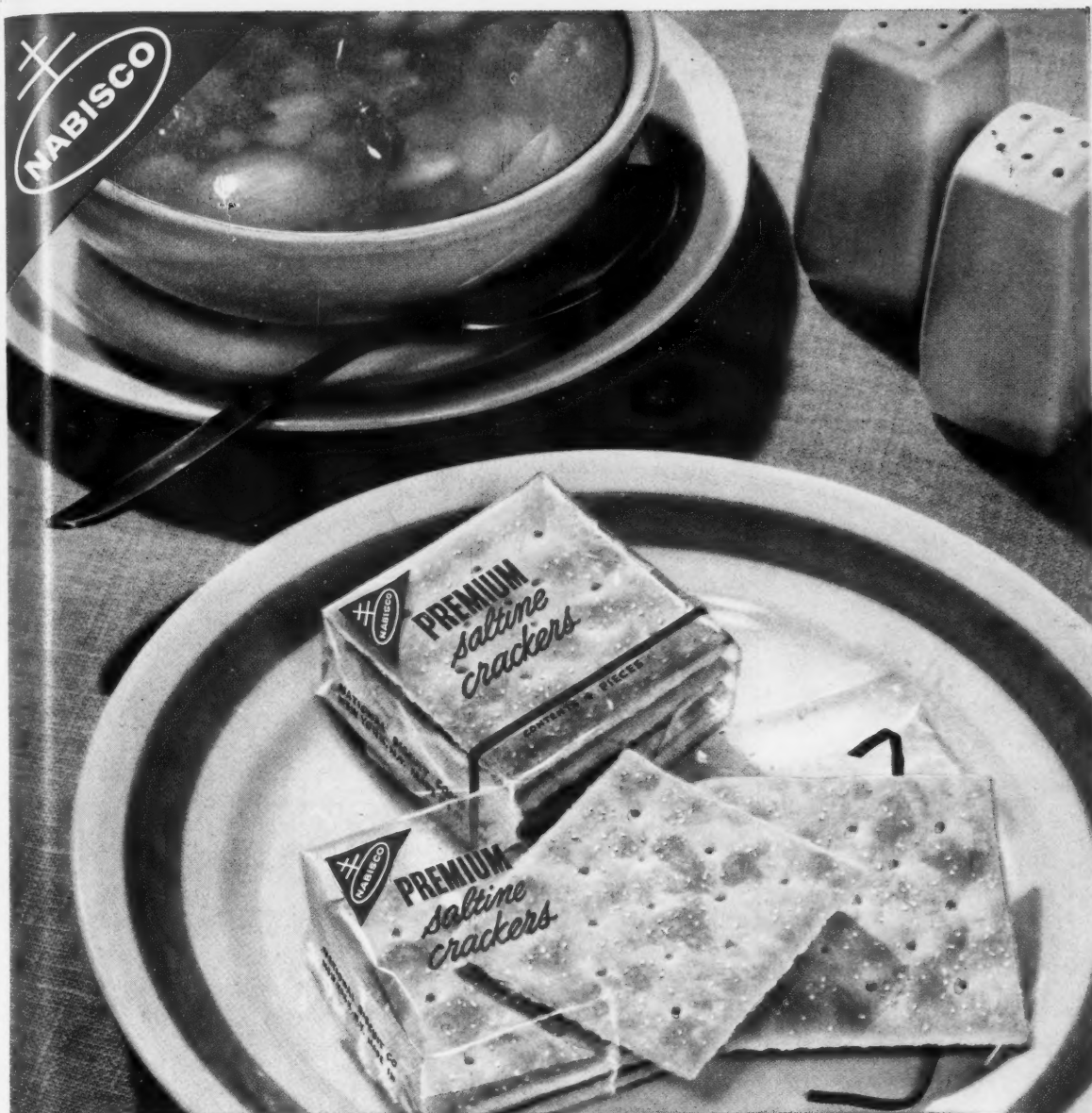
Lowell Smith, retired manager of the Detroit Club, remarked that he was "wearing two hats" at the Denver conference. Lowell, still active in CMAA affairs, and a life member of the Detroit Chapter, was prevailed upon to represent Stanley-Morris Livingston Co., Detroit meat purveyor, as well as CMAA. Incidentally, he recently returned from an extended trip abroad where he spent considerable time in Greece.



"Heap big conference in '62" say these members of the SUNSHINE STATE Chapter, dressed in their colorful Seminole jackets. They'll be hosts to the conference in Miami Beach, Fla., next year. From the left: Doc Perkins, Bradenton Country Club; Maj. Jim W. Briggs, Officers Open Mess, Eglin Air Force Base; Arnold Wall, Riviera Country Club, Coral Gables; CMAA Director Robert Yoxall, Coral Gables Country Club; Jefferson S. Craft, San Jose Country Club, Jacksonville; and Clark W. Upp, Country Club of Orlando.



EVERGREEN Chapter members showed up in goodly numbers at the conference in tribute to outgoing CMAA President Ken Meisnest, a chapter member himself.



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MINNEAPOLIS, MINN.**



From the Eastern seaboard came these CITY OF NEW YORK Chapter members.



One of the larger groups at the conference was the METROPOLITAN Chapter.



ILLINI Chapter members smile because they won the Texas Lone Star Chapter award for the highest percentage of chapter members in attendance at the conference.

A large number of IOWA TALL CORN Chapter members including Frank Dowie, a charter member of CMAA, attended the Denver conference.





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On hand to welcome the "Wagon Train-ers" when they arrived in Denver was the local Shriner's riding group and their beautiful palomino horses. Here Shirley and Jerry Marlett, Flossmoor (Ill.) Country Club; Vice President John Brennan, Birmingham (Mich.) Country Club; and Al and Hilda Deichler, Jr., City Midway Club, New York City, are formally introduced by Conference Chairman Horace Duncan, Cherry Hills Country Club.

Howard Mehlman, manager of the Denver Country Club, received many honors at the conference as the "dean" of Denver club managers, but he had to share the spotlight with his lovely daughter, Marilyn. Miss Mehlman, who is a senior in high school, hasn't decided where she is going to college, but she already has started a career; she's one of Denver's top young models.

Things to do at the 1962 Miami conference: ask Harry Forsythe of Druid Hills Country Club, Atlanta, and Jack Rosemond, Valdosta (Ga.) Country Club, why they call themselves the "Gold Dust" twins. During one of the parties they started to tell your reporter the reason, but their story was never completed. They did say, however, that among their friends are many who know why.

We've often wondered just who among CMAA members holds the record for traveling the farthest distance to attend a regular chapter meeting. Until we talked with Charles Pidoux, Calgary Petroleum Club, Canada, we believed it must be some member of the Texas Lone Star Chapter. However, Mr. Pidoux reported that he has "commuted" 2500 miles to attend a meeting in Toronto. In fact, he pointed out that he traveled less distance from his home to attend his first national meeting in Denver than he did to attend chapter meetings!

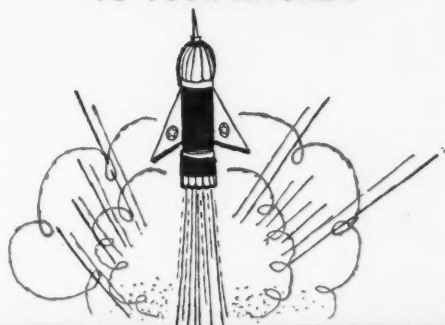


James Cooney (left) of J. P. Stevens Co. greeted his many friends at the conference. With him are Mr. and Mrs. Fred Cross, Ridgewood Country Club, Waco, Tex.

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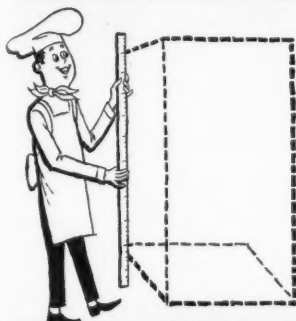
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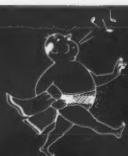
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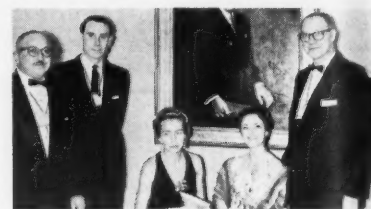
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A couple who renewed many long-time friendships at the Denver conference was Mr. and Mrs. Frank Dowie of Des Moines, shown here with their son and daughter-in-law, Mr. and Mrs. Frank Dowie, Jr. The senior Mr. Dowie was manager of the Des Moines Club for 38 years until his retirement about a year ago when his son, who had been co-manager of the club, succeeded him as manager.

Henry Barbour, who manages the Houston Club and is president of the Texas Lone Star Chapter, was an honored guest at the wine tasting Wednesday night. Henry, who writes a monthly wine column for CM, helped pick out the wines for the tasting, and he writes about it in his column elsewhere in this issue.



DELTA—From the left: Nick P. Stathakis, Westridge Country Club, Little Rock; Anthony T. Speechley, Memphis Country Club; Mrs. Speechley; Mrs. Martin Deneberger; and Mr. Deneberger, Chickasaw Country Club, Memphis.

Steve Norish, Mayfair Golf & Country Club, Edmonton, Canada, who recently had quite a siege of illness, appeared in fine health and spoke expectantly about the two-week's vacation he and his wife, Doris, were taking immediately following the conference. The Norishes were heading for Colorado Springs for a few days, then planned to spend two weeks in Los Angeles.



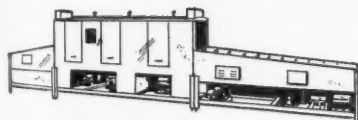
Hospitality abounded at the Sterno suite. Shown here, from the left: Maurice Bennot, Sterno; Fred Cress, Ridgewood Country Club, Waco, Tex.; Mrs. Cress; Alex Murawski, Kenosha (Wis.) Country Club; Ray Raphael, Sterno; Robert J. Lampe, division vice president and manager of Sterno; Mrs. Murawski; and Louis Mandell, Sterno.



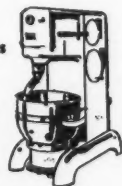
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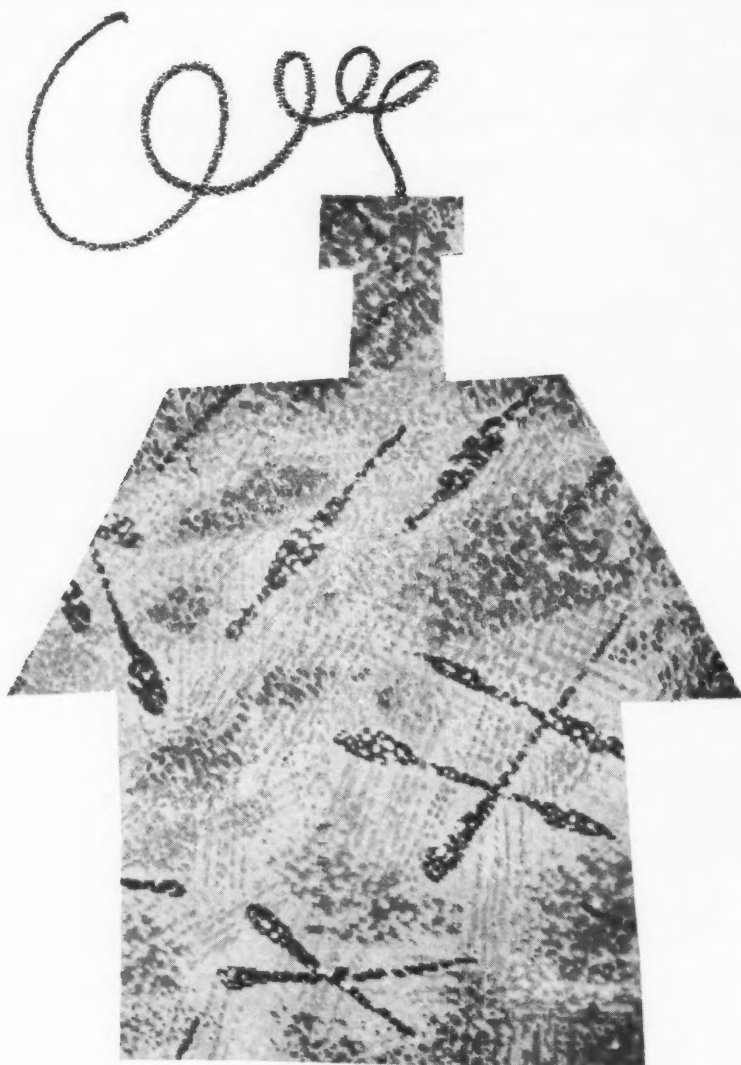
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**BAMA CHAPTER**—Representing the Bama Chapter at the 34th annual CMAA conference were, from the left: Mr. and Mrs. L. J. Griffis, Jr., Vestavia Country Club, Birmingham; and Mrs. and Mr. James E. Rushin, Montgomery Country Club, who is chapter president.

Harry Gray and Charley Viviano were especially happy to be guests at this conference. Last year they were co-chairman of the successful Pittsburgh conference. Harry manages the Edgeworth Club there, and Charley is manager of Shannopin Country Club.



Successful candidate Clem Young (left), Cleveland Athletic Club, who was elected a CMAA director, exchanges congratulations with Jack Kozar, Cleveland University Club, who served as Clem's campaign manager. Jack usually vacations following the conference, but since changing to the University Club from a country club finds that he is now on the summer vacation circuit.

Ed and Virginia Fleck, Hillcrest Country Club, Kansas City, Mo., drove to the Denver conference and reported the roads in excellent condition. Ed said he planned to take a "busman's holiday" and stay over in Denver a day or two to see the local clubs. The Flecks planned to return home through Colorado Springs.



F. B. "Whitey" Woolman (left) of Kraft Foods brought his family to greet managers at the conference. Others in the picture, from the left: Dorothea Buschmann, Kansas City (Mo.) Country Club; Ben Woolman; Mrs. Woolman; and Al Woolman.

# A growing American tradition EASTER TURKEY



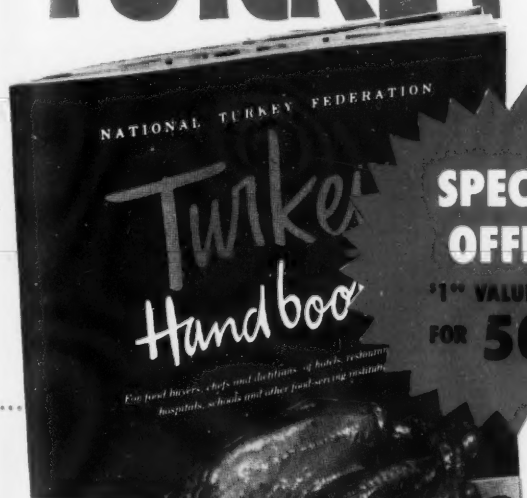
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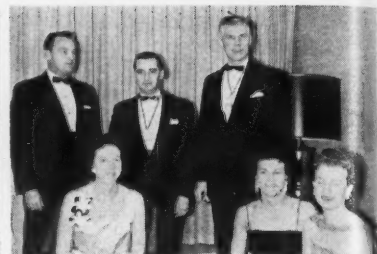
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86 PROOF



CENTRAL NEW YORK—Standing, from the left: William E. White, Binghamton Country Club; James D. Pearce, Binghamton Club; and James A. Rocky, Elmira Country Club; Seated: Mrs. Rocky; Mrs. White; and Mrs. Pearce.

Chuck and Kathryn Talbott, LaFayette (Ind.) Country Club, planned to take their first vacation in 15 years following the Denver conference. Phoenix was their destination, and, judging from comments heard from several other managers and their wives who planned to vacation in the same city, the Talbotts had plenty of company.



These five delegates proudly announced that they represented the Panhandle of Texas at the conference, and that they often held meetings of their own to discuss club problems. From left are Walter C. Cabelitz, Amarillo Club; Mrs. and Mr. Thomas Sloane, Tascosa Country Club, Amarillo; and Mrs. and Mr. George Sperlak, who recently moved to the Amarillo Country Club from Pueblo, Colo.

Actively pushing for a CMAA conference in Washington, D. C., in 1964, is the National Capital Chapter headed by Jacques N. Aimi of the Woodmont Country Club, Rockville, Maryland. The group had a very attractive presentation telling of the charms of the capital and the tremendous number of prominent people who would be able to participate in the 1964 conference at that location. Charles Smith, manager of the Chevy Chase (Maryland) Club, presented the formal National Capital invitation to the conference.



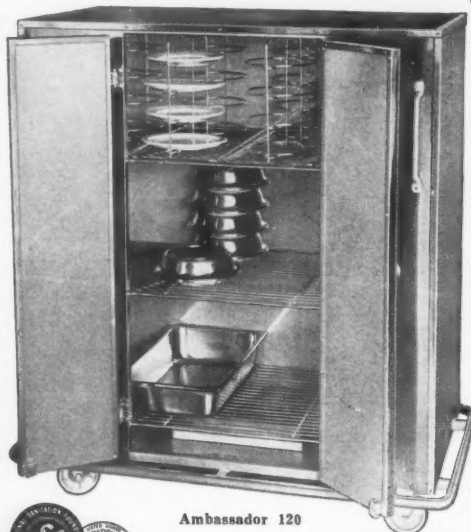
Shown here is the "entire" Idaho delegation, Nancy and John R. Simmons, Coeur D'Alene Country Club, Hayden Lake. John's club will be the site of one of the CMI short course sessions next fall.





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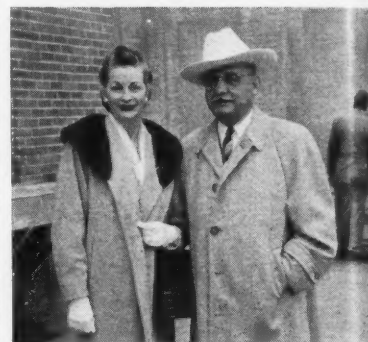
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N. Y.  
Chevy Chase Country  
Club, Wheeling, Ill.  
Saint Paul Athletic Club,  
St. Paul, Minn.



Conference General Chairman Horace Duncan of Denver's Cherry Hills Country Club exchanges pleasantries with Dr. and Mrs. Fred Holzapfel and Mrs. and Mr. Stuart Johns of the Minneapolis Golf Club. Dr. Holzapfel is president of Stu's club and reported that he had attended every available seminar, and thought it would be an excellent idea if all club presidents would attend the CMAA conferences.



Mr. and Mrs. Granville B. Hollenbeck of the Lakewood Country Club, Dallas, are shown as they started on the Tuesday morning bus tour. Holly has attended many CMAA conferences; the several clubs he has managed have been noted for fine food and unusual menus.

Mr. and Mrs. Lyle Brown of the St. Paul Athletic Club, have been attending CMAA conferences for many years and have been active in the affairs of the Upper Midwest Chapter. Their son, Read, is now a senior at the hotel and restaurant school at Michigan State University, and quite possibly will be attending some future CMAA conferences.



Proudly displaying some of the equipment which Molitor, Inc., installed at Denver's Pinehurst Country Club are, from the left: Victor Molitor; Laurice "Bud" Hall, manager of Pinehurst; and John Carlson of Molitor.

WILE	WILE	WILE	WILE	WILE	WILE
WILE	WILE	WILE	WILE	WILE	WILE



One of the attractive Libbey glasses used at Black Caesar's Forge. Georgian Footed Hi-Ball, 10 oz.



A treasure chest of dining pleasure...

**BLACK CAESAR'S FORGE**

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Black Caesar's Forge, in Miami, is located near the spot where the 18th Century pirate, Black Caesar, is said to have buried his plunder from the Florida seas.

Diners today find untold treasure in the delicious food—uniquely priced in Doubloons and Pieces of Eight—which this restaurant serves.

Libbey Safedge Glassware is the

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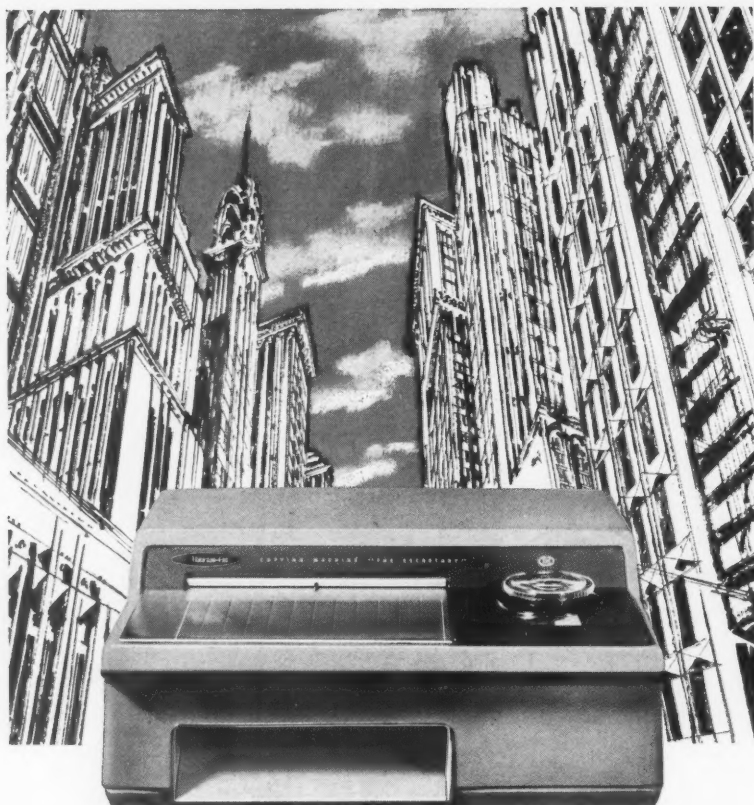
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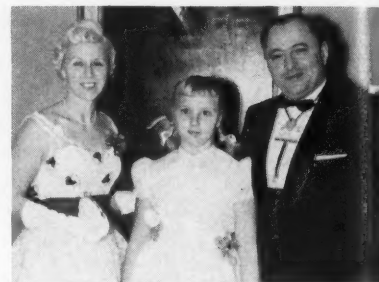
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Eric Scott, manager of The Pinnacle Club of New York, son David Scott, student at the University of Denver, and Mrs. Scott, snapped at the Denver Union Station where the family had its first reunion in several months. David is a student in the school for hotel and restaurant management and no doubt will be seen at many future CMAA conferences.



There were several "families" at the conference and one from the Chicago Chapter was the Alex Zagones. From the left: Helen, Alexis and Alex, who is manager of Olympia Fields Country Club.

Joe Tonetti, manager of the New Haven (Connecticut) Country Club and one of the past directors of the CMAA, has been one of the most faithful attendants at conferences for many years. Following the Denver meeting, he was to meet Paul H. Brown, manager of the Brooklawn Country Club, Bridgeport, Connecticut, in New York for a cruise on the SS Independence of the American Export Line. Joe and Paul will visit the Canary Islands, Gibraltar, Naples, Palermo, Sicily, Genoa and Cannes, France.



At the Taylor Wine room from the left: Ed Gormley, Denver distributor for Taylor; Nan Farrar, Maple Bluff Country Club, Madison, Wis.; Robert Lloyd, Eugene (Ore.) Country Club; Mrs. William Ferguson; Bill Ferguson, Rocky Mountain Division manager, Taylor.

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Terrazzo, like any floor, is subject to damaging wear unless it is maintained with proper surface protection. Hillyard specialized treatments form a natural partnership with the flooring - reinforce the critical wearing surface - hold or restore "new floor" beauty and save many dollars in longer wear and simplified, labor saving maintenance. Follow the recommendations of the architect, flooring manufacturer or flooring association and you'll always be money ahead. While N.T.M.A. grants no approvals, contractor member firms widely approve and use the following terrazzo treatments. Compare official specifications\* of the National Terrazzo and Mosaic Association against the performance of Hillyard treatments.

**Recommended:** "Fill the original pores . . . Terrazzo is benefited by a penetrating (non-varnish) seal."

Hillyard Super ONEX-SEAL® protective seal for terrazzo gives a color-bright surface needing no further finish. UL listed, non-slip.

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Hillyard SUPER SHINE-ALL® is a neutral chemical liquid cleaner that thoroughly cleans and brightens without harm to terrazzo or its matrix. UL listed, non-slip.

**Recommended:** "CAUTION: Sweeping compounds containing oil . . . are not only a fire hazard, but will penetrate and permanently discolor terrazzo."

Hillyard SUPER HIL-TONE® is a non-greasy dressing that leaves terrazzo, wood and other type floors dust free and lustrous. UL listed, relating to fire hazard.

\*"Terrazzo Maintenance" published by N.T.M.A., Washington, D. C. NTMA Flash, July 17, 1959.

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# You can make news with *fruit fritters*

*For side-order, garnish, or dessert,  
this specialty deep-fries to perfection  
in Heavy-Duty MFB, the shortening  
with the high smoke point*



## BATTER FOR FRUIT FRITTERS

Approximate yield: 1½ quarts

INGREDIENTS	AMOUNT
Flour	1 pound
Baking powder	2 tablespoons
Salt	2 tablespoons
Brown sugar	1 cup
Cinnamon, nutmeg, mace or ginger (optional)	1½ teaspoons
Eggs, beaten	4
Milk (variable)	2 cups
Wesson	3 tablespoons
Fruit*	
Heavy-Duty MFB	For deep frying

### METHOD:

1. Sift dry ingredients together.
2. Combine egg, milk and Wesson.
3. Blend flour mixture into egg mixture until smooth.
4. Coat fruit with batter.
5. Deep fry at 375° in Heavy-Duty MFB until golden brown, about 1½ minutes.
6. Drain. If desired sprinkle with confectioners' sugar.

### \*FRUIT:

1. Canned cling peach halves.
2. Pineapple slices or spears.
3. Thin apple slices or wedges.
4. Halved or quartered bananas.

## Quik-Tips from Wesson for Extra Profits

- Serve fritters imaginatively: Apple with pork, pineapple with ham, peach with lamb or turkey.
- Gourmet dessert ideas: Serve fruit fritters with whipped or sour cream . . . with a sprinkle of powdered or powdered-and-brown sugars . . . or a la mode, with a scoop of fruit ice cream on top.
- For the all-use deep fryer, perfectly bland Heavy-Duty MFB insures no transfer of flavors—even to delicate fruit.
- All-vegetable Heavy-Duty MFB stands up under heaviest frying conditions, won't gum up your equipment.
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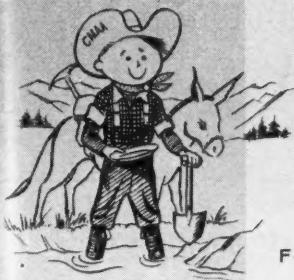


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DENVER, COLORADO  
JANUARY 25-28, 1961

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February 1, 1961

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Speakers, Guests, and All of Those  
Who Attended the Thirty-Fourth  
Annual CMAA Conference in Denver:

On behalf of myself and the entire Mile High Chapter, may we tell you wonderful people how much we enjoyed having you at the Thirty-Fourth Annual Conference of CMAA. It was truly a delightful pleasure to have you visit the "Queen City of the Plains". We were particularly proud to have had the opportunity to entertain you and have you participate in this Conference.

It was our fondest desire to provide you with a well-balanced program of entertainment, an educational program from which you would derive many benefits, and to extend to you our hospitality and fellowship to make your stay in Denver one that you will long remember. We hope you liked our city and our surroundings, for we know of nothing quite comparable to our setting, so nobly combining the picturesque and the spectacular.

Throughout the past, CMAA has boasted of its progress, and the future to continue this progress is exceedingly bright. We will continue to grow and expand our purposes, and the years will certainly see our organization grow stronger and even more purposeful. We of the Mile High Chapter are proud to be members of this dynamic organization, and we look forward to meeting each of you again, sharing our friendship, our experiences, and working together toward an eventful future.

We extend to you our best wishes and look forward to seeing you in Miami in 1962.

Sincerely yours,

Horace G. Duncan  
General Chairman  
34th Annual Conference

HGD:MCA

FOR OUT OF TOWN—WE ARE AS NEAR AS YOUR TELEPHONE...DIAL DIRECT 303

On the following pages, CM presents  
a report on the 34th CMAA conference



# John Brennan Heads CMAA for 1961

*Miami 1962 Conference Site,  
Chicago 1963 Host*

John T. Brennan of the Birmingham (Michigan) Country Club was elected president of the CMAA for 1961 by the largest number of votes in the history of the national conferences.

With an official registration of 1018 members, wives and guests, the 34th annual CMAA conference set a new attendance record. The meeting was held at the Denver Hilton Hotel January 25-29, with the Mile High Chapter as host.

John Bennett, San Francisco Commercial Club, succeeded Mr. Brennan as vice president, and in turn was succeeded as secretary-treasurer by John Outland of the Dallas Country Club.

Three new directors were elected: Clem Young, Cleveland Athletic Club, and William J. Hodges, Paradise Valley Country Club, Scottsdale, Arizona, for three years; Everett L. Woxberg, Evanston Golf Club, Skokie, Illinois, for one year.

Continuing on the board for two years are Robert Dorion, Scioto Country Club, Columbus, Ohio; Charles E. Errington, Beach Club, Santa Monica, California; and Robert E. Yoxall, Country Club of Coral Gables, Florida.

Richard E. Daley, Army-Navy Country Club, Arlington, Virginia; Frederic H. Hollister, Scarsdale Country Club, Hartsdale, New York; and Kenneth Meisnest, Washington Athletic Club, Seattle, retiring president, continue on the board for one year.

The 1962 meeting will be held in Miami Beach at the new Deauville Hotel, and Mr. Yoxall, who extended the official invitation to attend the meeting, explained that special low in-season rates have been arranged for and will cover not only the meeting dates of February 28 to March 3, but the four days prior and following the conference. The Deauville has suffi-

cient double rooms, but only a few singles, so it was suggested that everyone try to work out a double room arrangement, and send in their reservations early.

Chicago has been awarded the 1963 conference and tentative plans call for the meeting to be held from February 6 to 10 at the Palmer House. Other invitations were offered by Hawaii for 1963, and the National Capital Chapter for 1964.

The Denver conference was opened officially Thursday morning by President Meisnest, who introduced the convention chairman, Horace Duncan, Cherry Hills Country Club, Denver, and the vice chairman, Mark Toray, Denver Town Club. General business filled the agenda, following a humorous and inspirational keynote speech by Dr. Carl S. Winters.

Thursday afternoon the first two sessions of an outstanding group of eight seminars were given. Some of the idea-provoking subjects included "Promotion of Club Activities," "Types of Food Service," "Board-Manager Relations," and "Newest Ideas in Kitchen Facilities," all of which ranked highest in popularity. These, other seminars and the featured speeches are reported on other pages in this issue.

The inside story on outside parties was discussed in detail by tax expert, Walter Slowinski, legal counsel for the CMAA. His complete report on club taxes appears in this issue and will give management much to think about and a basis for future planning.

The Chapter Achievement Award was won for the second straight year and the third time by the Club Managers Association of Southern California, with Chapter President Emil Lepp, Hillcrest Country Club, Los Angeles, accepting the trophy.

The Wallace Trophy Award for excellence in club publicity was hotly contested this year with the Houston Club, Henry Barbour, manager, being declared winner. Honors were won by

the Meadowbrook Country Club, St. Louis, Dave Gordon; St. Paul Athletic Club, Lyle Brown; Downtown Athletic Club, New York, Richard Kirwan; Oswego Lake (Oregon) Country Club, Jan Richter; and the Wilmington (Delaware) Country Club, Adolph Lucha.

Gordon High, El Paso (Texas) Country Club, won the Fred Crawford Memorial Trophy, awarded for writing the best article on a specified subject about the management of clubs.

The winner's article, plus articles written by several other authors who entered the contest, held this year for the first time, will be published in future issues of CLUB MANAGEMENT.

Two leaders in the food service industry were honored at the conference. Howard H. Mehlman, charter member of the CMAA and manager of the Denver Country Club, was awarded a special plaque for his service to the CMAA and his local chapter. Dean H. B. Meek, of the Cornell school of hotel and restaurant administration, was made an honorary member of CMAA.

Seventeen by-law changes were voted on with 16 passed and one rejected. Most changes were of a minor nature and for clarification only.

The Club Management Institute committee arranged the fine educational program, with Edward M. Grenard, University Club of Detroit, chairman. Other committee members included Mr.

*(Continued on page 78)*

*Editor's Note: The articles and reports of the 1961 conference appearing on following pages contain hundreds of ideas in club management that can help you and your officers. This special conference issue should be added to your library so you can refer to it during the year. Adapt as many of the ideas as you can to your club operation and put them to work. It will pay you dividends in a more efficient operation. And—plan now to attend the 1962 CMAA conference in Miami Beach, February 28 to March 3.*

*By Wesley H. Clark*

*Editor*



The largest group of CMAA members ever to attend a national conference was on hand for the final business meeting Saturday.



Conference Vice Chairman Mark Toray gestures toward committee chairman he has just introduced.



Officers and directors of CMAA for 1961 include, seated: Executive Secretary Edward Lyon, Secretary-Treasurer John Outland, President John T. Brennan, Vice President John W. Bennett and Director Kenneth Meisnest, retiring president. Standing are directors, Robert E. Yoxall, William J. Hodges, Robert M. Dorion, Clem Young, Charles E. Errington, Everett L. Woxberg and Frederic H. Hollister. Director Richard E. Daley was absent when the picture was taken.



Robert Dorion awards Fred Crawford Memorial Trophy to Henry Barbour, who accepts for absent winner, Gordon High.



President Kenneth Meisnest with Emil Lepp, president of Southern California Chapter, winner of Chapter Achievement Award.



Kenneth Meisnest, retiring president, turns over the gavel of authority to newly-elected president, John Brennan.

Henry Barbour of Texas presents Chapter Award to president of winning Illini Chapter, William M. Gibbons.



Right: Conference Chairman Horace Duncan and Mile High Chapter President Finn V. Peterson.

Below: Mark Toray, chairman, Wallace Trophy Committee, awards cup to Manager Henry Barbour of winning Houston Club.







Official welcome to Denver was warm . . . and attractive.

# Entertainment Abounds At Denver Conference

By Wesley H. Clark  
Editor



President Ken Meisnest introduces Jim Reilly, representing U. S. Brewers Foundation, which sponsored Saturday party.

Former President Daniel M. Layman thanks an old friend, Jack McCarthy, chairman, Distillers Hospitality Committee, which sponsored formal dinner-dance on Thursday.



Below: "Togetherness" at the Wednesday wine tasting.



Complementing and amplifying the generous educational program of the 34th annual CMAA conference in Denver, was an enjoyable and enlightening entertainment program that began with a parade up "Main Street" to the Denver Hilton Hotel following arrival of the "Wagon Train" on Tuesday morning.

Wednesday morning, delegates climbed aboard busses and were driven to the Coors Brewery for a tour of the plant, and a lesson in how grain is processed into a palatable brew. Graduation exercises consisted of sampling the product in the brewery's rathskeller.

After a breath-taking trip up the steep, twisting road over Lookout Mountain, the group arrived at the beautiful, new Pinehurst Country Club, where Manager Laurice T. "Bud" Hall and his staff did an admirable job of seating and serving 771 luncheon guests, when only 550 had been planned for! Everyone toured Pinehurst to see and learn about the new equipment that helped Bud meet the challenge of 200 unexpected diners. Entertainment was provided by the talented Taylor Trio,

with Coors Brewery serving as host.

Wednesday evening was "Wine Tasting Night," and a variety of still and sparkling wines, American and imported, from Caves Maxim's of Paris and Buena Vista Vineyards, were served by Gold Seal Vineyards, Inc., U. S. distributors. Because of an open evening, most delegates found their way to many of the fine eating spots of Denver.

Thursday noon offered a needed change of pace to the exacting morning business session by featuring Farrington Carpenter, a delightful old-timer, as speaker. Mr. Carpenter told how he helped pioneer Colorado and regaled everyone telling how he and four neighboring homesteaders set up the first school district in their area—in order to bring in marriageable girls! Although the hiring of two school "marns" to teach the eight school-age children wouldn't set an example of how to staff a club, it brought quick results for Mr. Carpenter and his buddies because one of the girls became Mrs. Carpenter, and the other the wife of one of his neighbors. Needless to say, during the next year or two there were rapid changes in the teaching staff due to more quick marriages.

The formal reception and dinner-dance was held again this year on Thursday evening with the friendly Distillers Hospitality Committee as host. CMAA officers were honored, with President Kenneth Meisnest of Seattle's Washington Athletic Club being presented with a 65-watt, ship-to-shore, RCA Cruisephone for his boat.

Friday noon a delightful luncheon was sponsored by the Pepsi Cola Co., at which time awards were made to the winning clubs of the Strategic Air

(Continued on page 132)

Dear CMAA Members:

It takes the financial support of a great many firms to make our annual CMAA conferences a success. To the following firms we owe a special vote of thanks for their help in sponsoring the 34th Annual CMAA Conference in Denver:

American Distilling Company  
Angelica Uniform Company  
Armour & Company  
Benco Party Favors  
U. S. Brewers Foundation Inc.—  
Anheuser-Busch, Inc.  
P. Ballantine & Sons  
Carling Brewing Company  
Adolph Coors Company  
Theo. Hamm Brewing Company  
Miller Brewing Company  
Pabst Brewing Company  
Jos. Schlitz Brewing Company  
Boyle Meat Company  
Colorado Wholesale Liquor Dealers Inc.  
Conway Imports Company, Inc.  
Distillers Hospitality Committee—  
Jas. Barclay & Co., Ltd.  
Bellows & Company  
Brown-Forman Distillers Corp.  
Calvert Distillers Company  
Canada Dry Corporation  
Jack Daniel Distillery  
Fleischmann Distilling Corp.  
Four Roses Distillers Company  
Glenmore Distilleries Company  
Gooderham & Worts, Limited  
W. A. Gilbey, Limited  
G. F. Heublein & Brothers, Inc.  
Kessler-Hunter Distillers Co.  
Melrose Distillers Company  
National Distillers Products Corp.  
Publicker Distillers Products, Inc.  
Renfield Importers, Limited  
Schenley Distillers Company  
Schenley-Import Company  
Seagram Distillers Company  
Hiram Walker, Inc.

Edward Don & Company  
Inland Frosted Foods  
Kraft Foods Company  
Maxims de Paris  
Owens Illinois Glass Company  
Paul Masson Wines  
Pepsi-Cola Bottling Company  
Pfaelzer Brothers  
John Sexton & Co.  
Shenango China, Inc.  
Sterno, Inc.  
J. P. Stevens & Co., Inc.  
Stitzel-Weller Distillery  
Swift & Company  
Taylor Wine Company

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Stainless Steel Equipment Co.  
Central Display Co.  
Bradford Robinson Printing Co.  
Seifert Pontiac, Cadillac & Vauxhall, Inc.  
Frontier Refining Co.  
Table Supply Meat Co.  
Will Back Trio  
Jerry Bakke & Willie Hartzell  
Max Cook Sporting Goods Co.  
E. B. Erskine  
Colorado Carnation Growers  
Denver Dry Goods Co.  
Colorado Tent & Awning  
El Jebel Shrine Palamino Patrol  
Bowman Biscuit Co.  
Shwayder Bros., Inc.  
Frost Illuminating Co.  
International Silver Co.

Horace G. Duncan, Chairman  
Mark Toray, Vice Chairman  
1961 CMAA Conference

## President's Report



# CMAA MOVES FORWARD

By Kenneth Meisnest

**I**t has been a great privilege as well as a pleasure to serve as your president during the past year—which has been another 12 months of progress, as well as of problems for CMAA.

The objects and aims projected by previous administrations have been continued to the best of our abilities. As we all are agreed, the future of our association depends basically upon the strength of each chapter.

We have a great many good chapters although some are not devoting the required number of meetings to educational programs. Since "in knowledge there is strength," it would be well for all of us to observe the by-laws more closely. By so doing, we will be taking another step toward the recognition of club management as a profession.

During the past year I visited 17 cities and travelled 30,000 miles to represent CMAA.

If I had the year to do over again, I think I could have gained a better picture of our national organization and thus accomplished more by doing my traveling earlier in the year.

I doubt that any of you will argue with me when I say that life is always a challenge. Certainly, we are being challenged, particularly right now. We, as club managers, must direct our clubs so that public opinion will be

favorable to them. To do this efficiently, let us consider again why people belong to clubs:

1. To benefit their social standing;
2. For business reasons, to do business with friends;
3. To satisfy their egos;
4. For the benefits a club can offer their families;
5. To escape, for a time at least, their problems.

Once we have reminded ourselves of these facts, we can better serve our members, and our community. Satisfied members cannot help but create favorable public opinion.

I doubt that the Russians have clubs such as ours. We must see to it that the American business man and his family are not deprived of their clubs. Let us hope that through favorable public opinion this can be accomplished.

In the past year many clubs contacted their congressmen to object to the Clark Amendment that would eliminate club dues as a necessary and ordinary business expense. Walter Slowinski said your wires and letters sent to Washington helped defeat this amendment in committee.

This coming year we must make a strong attempt to reduce the war excise tax from 20 per cent to 10 per cent. The

only remaining group, besides clubs, whose war excise has not been reduced is dog and horse racing.

The tax on boat moorage and locker rental should also be eliminated. Your government affairs committee will give you further instructions on how you can help to eliminate these unfair taxes during the next few months.

In the past year a committee was appointed to revise the book entitled "The Uniform System of Accounts for Clubs." Many club managers and officers have assisted Horwath & Horwath and Harris, Kerr, Forster & Company in editing this book. The new book is now available from our national office.

We have just signed a new contract with Commerce Publishing Co. so CLUB MANAGEMENT will continue to be our official publication.

To Vice President John Brennan and to Secretary-Treasurer John Bennett my sincere thanks for such wonderful help. My thanks, too, to all board members for accepting their assignments and carrying them out so well. I am most appreciative of the help and co-operation given so generously by Ed Lyon and his staff in the Washington, D. C., office.

To all of you who have given of your energy and kindness, thank you very much. ■ ■



## Vice President's Report



# A Tribute To Teamwork

By John T. Brennan

Besides attending all of the board and officers' meetings, it has been my pleasure to have attended meetings with the Greater Chicago Chapter, the Detroit Chapter, a four chapter regional meeting in Decatur, Illinois, and the Four-Chapter meeting held during the National Hotel Exposition in New York.

I also participated in the short course held at Michigan State University in September and only recently participated in opening the club management elective course at the same university.

I am very proud to have been on the team of club managers, along with Joe Donoghue of Cincinnati and John Outland of Dallas, who made a tour of SAC clubs in the country and assisted in selecting the best clubs in

their command. More information regarding this new accomplishment of our association is given elsewhere in this issue.

To have been able to serve you during the past year has been a privilege and a pleasure. The many benefits that have accrued to me far exceed the contributions I may have made.

I wish to thank Kenneth Meisnest, our president; John Bennett, our treasurer; members of the board and various committee chairmen; Walter Slowinski, legal counsel; the officers of CLUB MANAGEMENT magazine; and last but not least, Ed Lyon, our executive secretary, and his office staff for all the help extended to me during my term of office. ■ ■

# Business-Like Operation Of Finances

## Secretary-Treasurer's Report

By John Bennett



It is my privilege to report to you that your association has again succeeded in living within its income. As managers of your respective clubs, you are well aware of the difficulties encountered by most businesses during 1960, and how your operations were affected accordingly.

Fortunately, and principally through the efforts of our executive secretary, CMAA was able to live within its budget and in fact showed a net gain from its operations of \$2134 for the year.

This is a reflection of the desire of your directors to operate our affairs in a businesslike manner and in keeping with the objectives of our association and the demands made upon it. The appreciable increase in membership made this task somewhat easier,

since dues are our principal source of revenue by far.

Early last year your directors agreed to revise our accounting and bookkeeping procedures to as closely as possible conform to our uniform system of accounting for clubs, and to the record keeping of similar associations. I am sure you will readily recognize the merits of this action. It is our belief this will enable us to provide a statement easier to read and understand, and one showing exactly where your money is being expended.

Naturally this makes comparisons between the 1960 and 1959 statements a bit more difficult, but I am certain your audit committee will find everything properly accounted for and in order. May I refer you to the summary included in your January *Newsletter*.

Our balance sheet at year end showed exactly the same investments we had a year ago. Operating funds, cash, deposits and publications inventory bring our total assets to \$129,796 compared to \$117,409 at the end of 1959.

The liabilities, however, were almost \$19,000 higher, due principally to the receipt of a far greater number than usual of 1961 dues payments in 1960, and an increase of \$10,000 in our reserve for publishing the text on club management. Your net worth still shows a sound \$54,027.

There are no secrets in your financial statement or in the handling of the affairs of this association. If, as a member, you have any question concerning any facet of its operation, please feel free to call on me or any other member of the board and we will be happy to give you the information you desire.

To Ed Lyon and his staff, may I express my appreciation for their very effective handling of the details involved with my office. Thank you for a job well done.

It has been a real privilege and a pleasure to serve this past year as secretary-treasurer of CMAA. ■ ■

Under a long-standing provision of our Internal Revenue Code, clubs organized and operated exclusively for pleasure, recreation, and other non-profitable purposes, with no part of the net earnings inuring to the benefit of any private shareholders, are entitled to exemption from federal income tax.

The issue of whether or not the club wishes to qualify for income tax exemption by complying with the rules noted above is optional. (*This opinion was confirmed orally by Internal Revenue Service policy officials in Washington recently*).

If a club chooses not to be exempt from income tax, it may do so by failing to request a ruling from the Internal Revenue Service regarding its tax status and by failing to comply with the rules of Section 501 (c) (7) of the code. If the club is taxable, it is probably taxable as a corporation (if incorporated) or as an association taxable as a corporation (if not incorporated), and it must file the usual corporate tax return, Form 1120. (Since it is still a social club, whether or not exempt from income tax, it will have to collect the usual 20 per cent excise tax on club dues under Section 4241.)

However, if a social club wishes to remain exempt from federal income tax, the regulations under Section 501 (c) (7) prohibit it from engaging in business, such as making its social and recreational facilities available to the general public. The regulations likewise prohibit solicitation by advertisement or otherwise for public patronage. *Reg. Sec. 1.501 (c) (7)-1(b)*.

The brief two paragraphs of regulations under Section 501 (c) (7) were not considered sufficient to set forth the criteria or tests for determining whether an organization qualified for income tax exemption. In 1958 the commissioner of Internal Revenue published these criteria in Revenue Ruling 58-589, 1958-2 Cum. Bull. 266, which reads in part as follows:

"Therefore, to qualify for income tax exemption, a social club should not advertise its facilities for nonmember patronage since this would be prima facie evidence it was engaging in business. Likewise a social club should not engage in any type of business activity for profit which is designed to increase or which could result in an increase in net earnings inuring to the benefit of any shareholder or individual. Net earnings may inure to members in such forms as an increase in services offered by the club without a corresponding increase in dues or other fees paid for club support or as an increase in the club's assets which would be distributable to members upon the dissolution of the club.

"However, this is not to say that a club will necessarily lose its exemption if it derives income from transactions with other than its bona fide members and their guests. A club will not be denied exemption merely because it receives income from the gen-

eral public, that is, persons other than members and their bona fide guests, or because the general public on occasion is permitted to participate in its affairs, provided such participation is incidental to and in furtherance of its general club purposes and it may not be said that income therefrom is inuring to members. This is generally true where the receipts from nonmembers are no more than enough to pay their share of the expense. *Barstow Rodeo and Riding Club, Inc. v. Commissioner*, Tax Court Memorandum Opinion entered November 30, 1953. Where, however, a club makes its facilities open to the general public and the purpose is to increase its funds for enlarging its club facilities or for otherwise benefitting its members, it is evident that it is not operating as an exempt social club within the intentment of section 501(c) (7) of the Code. *Jockey Club v. Helvering*, 76 Fed. (2d) 597; *Aviation Club of Utah v. Commissioner*, 162 Fed. (2d) 984. Compare *West Side Tennis Club v. Commissioner*, 111 Fed. (2d) 6, certiorari denied, 311 U.S. 674."

In *Aviation Club of Utah v. Commissioner*, cited above, decided in 1947, the club made its facilities available to military personnel at the request of the Air Force and thereby lost tax-

exempt status. The court stressed the great disparity in revenue, \$14,881 in 1941 to \$268,103 in 1943, occurring as a result of this activity. However, in a more recent case, *Aviation Country Club*, 21 T.C. 807 (1954), acq. 1954-2 Cum. Bull. 3, the club retained its exemption where 20 per cent to 25 per cent of its revenue was from guest patronage. In several cases now pending in various litigation stages, the commissioner is understood to have taken a more restricted view of revenue from so-called "outside parties" which he defines generally as those which may be "sponsored" by a member, but the costs of which are paid for by nonmembers who attend under the member's sponsorship. In such cases, the commissioner may revoke the Section 501 (c) (7) exemption retroactively and assert corporate income tax and interest.

These more recent cases, not yet litigated, probably gave impetus to the

# Income Tax Exemption Of Social Clubs

By Walter A. Slowinski  
CMAA Counsel



issuance of the commissioner's most recent pronouncement on this subject in Rev. Rul. 60-324, 1960 Int. Rev. Bull. No. 41, at 11. The factual situation involved in this Revenue Ruling was as follows:

"In the instant case, an organization was formed for the purpose of operating a social club on a nonprofit basis for the pleasure and recreation of its members and their guests. The club's bylaws provide for the admission of guests only when accompanied by members. Members are responsible for the conduct of their guests on club premises.

"The club had been granted exemption from federal income tax as a social and recreational club under section 101(9) of the Internal Revenue Code of 1939 (now section 501(c)(7) of the 1954 Code).

"Among other facilities provided for the pleasure and convenience of its members and their guests, the club has a regular club dining room and bar; a private dining room suitable for cocktail parties, small or medium sized parties or luncheons, small wedding receptions or similar private parties; and a ballroom which when not used for the club's dances, is available for private use by

number of such outside functions totalled over 200 during the year.

"The number of major functions for outside organizations and groups conducted on club facilities during each year of the seven-year period covered in the financial analysis is very substantial, in fact, exceeding 40 per cent of the total number of major functions conducted on club facilities in one of those years. Moreover, the availability of club facilities to outside organizations and groups under the ready sponsorship of club members serves to indicate that the club is catering to the general public and places it in competition with other business enterprises in the community for such business or activities.

"The report of an independent survey conducted in recent years by the club's accounting firm concluded that, in the opinion of that firm, if these functions for outside organizations and groups were to be discontinued, a substantial increase in the amount of annual dues from club members would be necessary. Consequently, the outside functions have not been discontinued, although the amount of dues was recently increased because of rising costs."

The commissioner held that the club

probable that many clubs would find no taxable income on which federal corporate income tax would be payable.

As noted earlier, however, the 20 per cent club dues taxes payable under Section 4241 will continue to apply whether or not a club retains its Section 501(c)(7) exemption. The club dues tax is payable on: "any amount paid as dues or membership fees to any social, athletic, or sporting club or organization, if the dues or fees of an active resident annual member are in excess of \$10 per year."

**One of the major disadvantages of loss of tax-exempt status by a club involves the federal income tax payable on any gains from the sale of land by the club.**

Under current rules, the club's exemption will not be revoked where it engages in "incidental, trivial or non-recurrent activities" such as sales of property no longer adapted for club purposes. However, where a club proposes to sell off its surplus real property at a profit, especially to individuals for residential purposes, a ruling should be requested in advance from the district director of Internal Revenue or from national headquarters, to be certain the tax-exempt status of the club is protected. In some circumstances, club may be held to be engaged in the subdividing and sale of real estate, thereby losing tax-exempt status and subjecting the gain on the sale to federal income taxation as if made by a non-exempt corporation.

Where a tax-exempt club plans to sell a portion of its land or other assets, but does not wish to endanger its income tax exemption, the appropriate step is to obtain a ruling from the commissioner of Internal Revenue which will state in effect that on the basis of the information presented, the commissioner or his delegate concludes that the profits derived from such sale, if consummated, will not be taxable as income to the club or to its members, nor will such sale affect the tax-exempt status of the organization as described in Section 501(c)(7) of the code.

The request for ruling is a relatively simple document addressed to the commissioner of Internal Revenue, setting forth the facts of the proposed sale and showing that it is an "incidental" sale of property which is no longer needed by the club, the proceeds of such sale being reinvested in the furtherance of the activities of the club. The commissioner also wishes an assurance that no part of the proceeds of the sale will in any way inure to the benefit of any individual members of the club and that all of the proceeds will be reinvested in social, athletic, or sporting facilities for the entire membership.

(Continued on page 164)

Mr. Slowinski is a member of the District of Columbia and Illinois Bars; Adjunct Professor of Law, Georgetown Law School, Washington, D.C.; Lecturer in Law, University of Virginia Law School, Charlottesville; Washington, D. C. Resident Partner, Baker, McKenzie & Hightower, Chicago, Illinois, and Counsel for Club Managers Association of America.

members for larger parties, such as wedding receptions, banquets, debutante dances, and the like.

"A considerable number of functions are held at the club which involve the use of the private dining room and the ballroom. Such functions include civic and business club meetings, employe parties by business firms, school and alumni banquets and parties, and similar non-club activities. In such cases, negotiations for the use of club facilities by an organization or group are made with the particular club member sponsoring the organization or group. The member's name is entered on the club records as the party responsible for the behavior of his guests and the protection of club property. He is billed for the expenses of the function and it is apparent that he, in turn, is reimbursed therefor by the particular organization or group which he sponsored. If a particular member is entertaining a business, professional, or civic group, the name of the organization or group is listed on the club's daily function sheet. That sheet serves as a guide to the day's activities and assists in directing persons to the proper rooms when arriving for private parties and functions.

"A financial analysis submitted by the club showing its banquet sales over a seven-year period indicates that the income from sales on behalf of outside organizations and groups ranged from 12 to more than 17 per cent of total income from all sources, including dues, in each of the years involved. In one of the years, gross profits from these outside activities amounted to 41x dollars compared to 166x dollars of gross profit from all club operations, or 25 per cent of the total gross profit for the year. In that same year, the amount of net profit from these outside activities was 25x dollars. The

involved no longer qualified for exemption from federal income tax because it had made its social facilities available to the general public through its member-sponsorship arrangement. Any member could invite other organizations and groups to use the club's facilities.

The club was held to be permitting, if not actually inviting, the general public to use the facilities to a degree which would not permit the club to retain its exempt status. The magnitude and recurrence of these outside activities was considered most important, and the use of the club facilities by the general public was not considered to be merely "incidental" or in furtherance of the general club purposes.

**Should a Club Retain Its Income Tax Exemption?** The issuance of Rev. Rul. 60-324 has led to serious evaluation of the income tax exemption granted under Section 501(c)(7). Some clubs have tried to determine the extent of their corporate income tax liability if they decided to forego the exemption and reported their income and deductions as any other corporation. Most important as deductions, of course, would be salaries, wages, repairs, depreciation on facilities and equipment, real property taxes and interest. It is

SEAGRAM'S V. O. IMPORTED IN THE BOTTLE FROM CANADA. CANADIAN WHISKY—A BLEND... OF SELECTED WHISKIES. SIX YEARS OLD. 86.8 PROOF. SEAGRAM-DISTILLERS COMPANY, N. Y. C.



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# UNLIMITED OPPORTUNITY

*By Dr. Carl S. Winters*



Dr. Carl S. Winters has achieved a national reputation as one of America's foremost inspirational speakers and as a humorist, and his speech to the CMAA conference in Denver contained both inspiration and humor. Parts of the talk are in this article. Dr. Winters has been on the lecture staff of the General Motors Corp. for the past four years and he has just completed 20 years as minister of the First Baptist Church of Oak Park, Illinois. He is a former crime commissioner of Michigan, for five years served as chairman of the Skid Row Commission of Chicago and speaks to more than 100,000 business and civic leaders a year.

There are two major areas of life in which we are all involved: how we make a LIVING, and how we LIVE OUR LIVES. The first has to do with money, and the second with meaning. The one is material, and the other spiritual. Club managers have to do with both.

In this day of exploding population and expanding economy, when more people have more money to spend on leisure time activities, the club managers of our country have a limitless opportunity to be of important service to men and women, helping them to find recreative leisure and meaningful pleasure.

How well we do our job depends on how wisely we accept our challenge. We stand on the threshold of a fabulous future, a dynamic decade, the soaring sixties. We cannot afford to be cowed by our cowards, defeated by our defeatists, or neutralized by nincompoops.

Attitudes are watersheds of destiny. Positive attitudes are essential for great programs. We need the problem-solving attitudes of the designers at Technical Center in Detroit who say, "Your problems are our business; big problems especially welcome here!"

Opportunities unlimited demand SERVICE UNLIMITED. In this atom-splitting, space-defying, personality-flattering age, the program of a well managed club provides a life-saving service. Service is the rent we pay for the space we occupy on earth. He profits most who serves best. Mr. Pullman said in 1900: "The Public be damned!" Anyone who wishes to stay in business today must say, "THE PUBLIC BE SERVED."

Management is not primarily the direction of things—it is the development of people. Acceptance of individual responsibility is a true test of maturity. We must each do what we can, with what we have, where we are, when we are needed.

A good club depends on teamwork—cooperation! The difference between heaven and hell on earth is often the difference between cooperation and opposition, the difference between service and selfishness, between going it together, and going it alone.

There are many unfinished tasks on the workbench of the world. The future lies beyond, silent, untented, and vast. If we have no faith in the future, we will have no power in the present. A great faith will make us so strong that there will be no hurdle we cannot take. Faith is the yes-saying, on-going, power-packed attitude that will always bring our souls around the corners. ■ ■



Special, 18" wide HOWE folding tables arranged for a business meeting. These tables come in 5', 6' and 8' lengths, provide set-up flexibility.



## Why some hotel and motel men always make money

...and how more and more are doing it with special, 18" wide HOWE folding tables.

More and more, business meeting rooms are becoming an important source of hotel and motel revenue. It's significant, therefore, that so many hotel and motel men with a talent for making money are equipping their business meeting rooms with 18" wide HOWE folding tables.

If making money interests you, too, then consider the factors behind this trend:

**1. Business executives who regularly rent facilities for business meetings** are discovering that the most functional arrangement for such meetings is to have tables set up in what has come to be variously known as "school fashion," "classroom style" or "senate style."

**2. Special, 18" wide HOWE tables** are

ideal for this arrangement. They provide ample work space yet take only a fraction of the room required by standard, 30" wide tables; this means many more people can be accommodated in the same area.

**3. When HOWE 18-inchers are used,** a far greater number of the businessmen attending a meeting are seated close to the center of things. This is an important factor in the intensity with which they participate in the proceedings.

Successful hotel and motel men are aware of these facts. That's why they equip business meeting rooms with 18" wide HOWE folding tables. *Doing so gives them an important profit advantage over all but the most alert competitors!*

Special, 18" wide HOWE folding tables provide them with other important advantages as well:

**1. HOWE 18-inchers are versatile!** Butt two side to side and you have a standard, 36" table that's just right for dining. Use them as hat and coat checking counters. Set them up as waiters' service tables. Or put them to work doing the many other jobs you'll find for them . . .

**2. HOWE 18-inchers are strong!** Each has a riveted and welded self-supporting angle iron chassis. Legs are built of 1½" square welded steel tubing; each is individually locked and corner-braced in a steel-to-steel connection, the leg at one end, the angle iron rail at the other. Smooth glider leg caps protect flooring and carpeting.

Tops are available in a choice of plywood, Masonite, HowLite plastic or Micarta plastic laminate. All tops are protected with aluminum edging.



### FREE LITERATURE—CLIP COUPON NOW!

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Making money interests me. Please send me literature describing special, 18" wide HOWE folding tables.

Name \_\_\_\_\_ Title \_\_\_\_\_

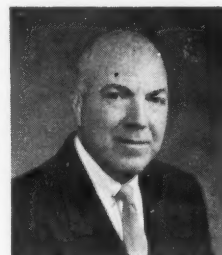
Institution \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ Zone \_\_\_\_\_ State \_\_\_\_\_

# How to Get the Most From Your Club Promotion Pieces

By Willard E. Brown  
Vice President  
Judd & Dutweiler, Inc.  
Washington, D. C.



An example of a good promotion piece from  
Ridgewood Country Club, Waco, Texas.

THURSDAY, OCTOBER 20, 1960

## Ridgewood Family Night & Bingo

SERVING THAT DELICIOUS ROAST BEEF

Bingo Starts at 8:00 P. M.

... CASH JACKPOT NOW AT \$400.00

FRIDAY, OCTOBER 21, 1960

## Book Review and Luncheon

MRS. FRANCES EMERY WILL REVIEW:  
ADVISE AND CONSENT

By Allen Drury

Book Review Starts at 11:00 A. M.

Luncheon Served at . . 12:30 P. M.

... May We Have Your Reservations Please ! !

SATURDAY, OCTOBER 22, 1960

## Baylor vs. A & M

FOOTBALL LUNCHEON SERVED

FROM 11:30 TO 1:30 P. M.

You Will Get Excellent Food and Quick Service

AFTER THE GAME FOOTBALL DANCE — 8:00 to 12:00 p. m.

YOU WILL BE DANCING TO THE MUSIC OF  
THE "VERNON MEYER ORCHESTRA"

Buffet Dinner Served from 6:00 to 10:30 P. M.

Please Let Us Have Your Reservations for These Affairs Early!  
PL 3-4529

Each year the average member of your club receives about 1500 pieces of direct mail and your club mailings are mixed in with all of this.

If your member is going to read these mailings, there are several very important points to consider.

First, each mailing must have impact. It must be simple and easy to read and the material should reflect the image that the member has of his club. The event that you are publicizing must be presented in such a way that the member will feel that it is to his personal interest and his personal benefit to attend.

Don't overlook the importance of color. More and more we are becoming aware of the tremendous influence color has on the vast majority of people. Harper & Brothers, New York, have published a book entitled "Color Planning for Business and Industry" by Howard Ketcham. This book contains some invaluable aids for the use of color in promotion and decorating. For example, red excites most people, while blue subdues them. Magenta stimulates them, while purple depresses them, yellow cheers most people, and orange activates them. Green refreshes them, and pink appetizes them. Blue is the favorite color of men, red the favorite color of women.

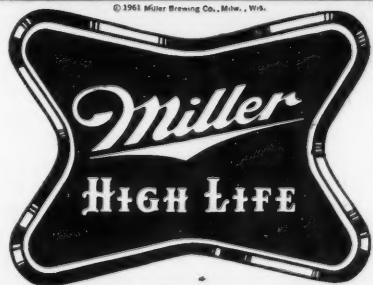
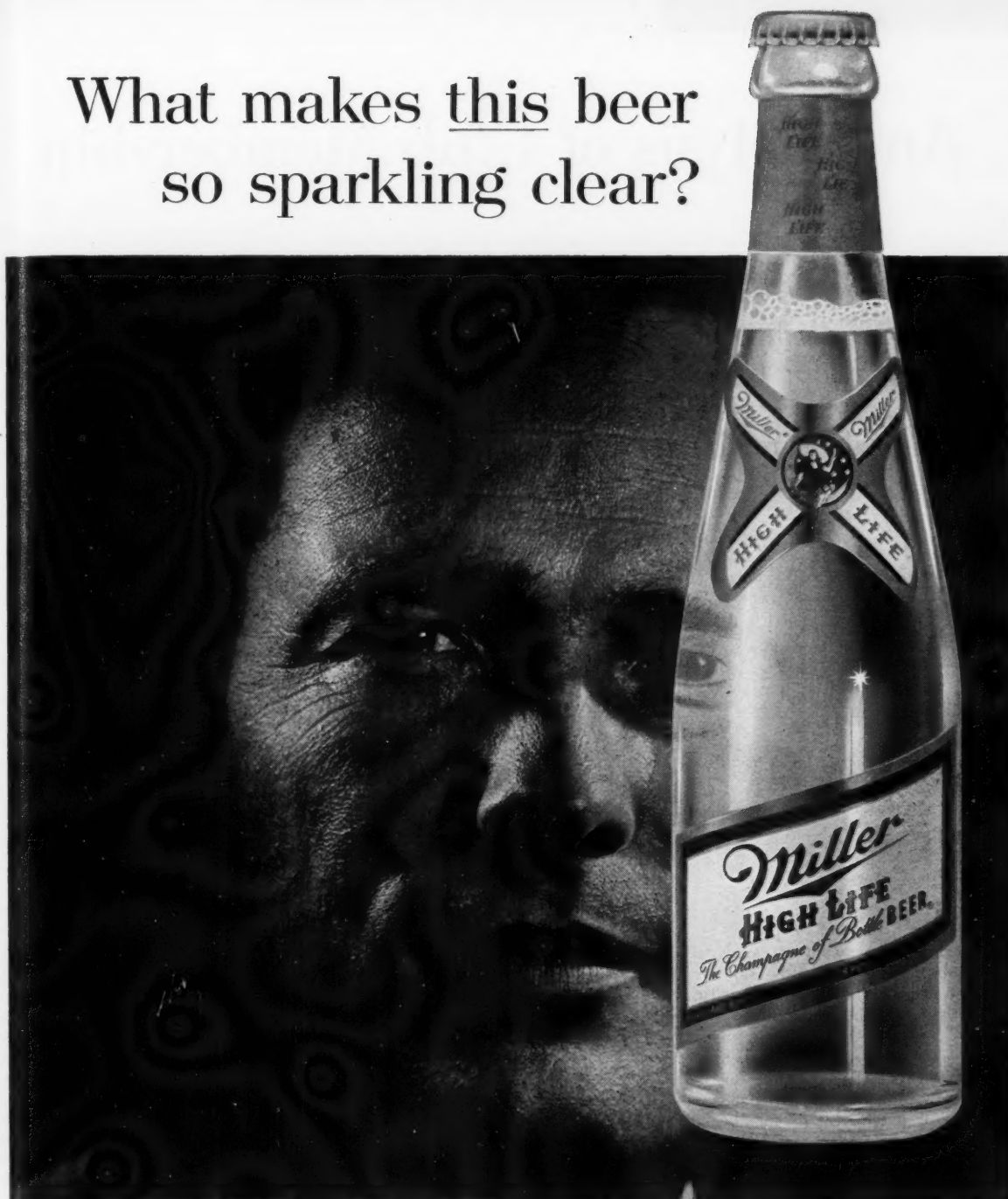
Here are some of the requirements that are necessary to assure the success of printed matter sent out to promote your club:

1. You should have a concrete idea of the image your club has in the minds of your members, staff and community. This enables you to write copy to fit this image.

2. What return do I need to make this event a success? All events should be worked from a budget. Know how many people you must have to attend, and determine the number of mailings that will be necessary to attract this number.

(Continued on page 46)

What makes this beer  
so sparkling clear?



Brewed Only in Milwaukee . . . Of Course!

*Brilliant brewing does it!* Brilliant brewing of costliest ingredients by skilled craftsmen...combined with brilliant filtering...gives Miller High Life a sparkling purity that shines clear through...a clear, clean taste that dances with a happy flavor! When your customers ask for "a beer," serve them the finest... Miller High Life... clearly, the Champagne of Bottle Beer.

Write advertisers you saw it in CLUB MANAGEMENT: MARCH, 1961



# An Analysis of Club Membership

Are facilities keyed to the activities desired by your membership? Is your club actively seeking new and younger members? Do you review club activities frequently to make sure you are keeping up with members' interests?



By Henry T. Maschal, Partner  
*Harris, Kerr, Forster & Company*  
New York

Why should we want to analyze club membership? How do we go about it, and what do we do with the results after they have been assembled?

It is necessary to delve into the characteristics of club membership for a variety of reasons: lack of satisfactory patronage of a club by its members; an expression of dissatisfaction by some members with regard to the facilities provided and the services rendered; or, financial difficulties of expenses overtaking revenues.

If your club is operating under any of the described circumstances, you, your officers and directors must come up with something specific to alleviate the club's ailments. If you don't, there is apt to be discord and, perhaps, the club will have a new manager.

The objectives of the management of a fine haberdashery and an exclusive club are similar. A haberdashery

is in business to produce a profit. It can do so only if it renders genuine value to its patrons. That value may be measured partly by the exclusiveness of the styles offered, or by personalized services, or by the snob appeal of its label.

The objective of the management of a club is to provide the membership of that club the greatest possible values—values expressed in goods and services rendered, in convenience, in prestige, in personal satisfaction generally.

A club, just as a haberdashery, cannot satisfactorily fulfill the wants and desires of its members or its customers unless management is fully informed as to what those wants and desires are. The wants and desires may be revealed to a considerable extent by analyzing the club's membership.

There are basic steps in analyzing your club membership. First, delineate as exactly as possible the general char-

acteristics of your membership as it is today. Second, list the facilities and services your club now is prepared to provide its members. Third, consider how well these facilities and services meet the requirements of your present membership. How adequate will they be a year or five years from now?

There are different techniques which may be used in analyzing club memberships. Some of them are quite obvious. For instance, a review of "menu frequencies" shows clearly the popularity, or lack of popularity, of various items with your members.

A comparison of operating statements will readily give an indication of the use and activity of the various facilities of your club. What is the trend of sales in the main dining room, the grill, the bar? What is the trend of use of the private dining rooms? These and other facts about the use of your club by members are revealed through the operating statements.

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changes throughout the United States have affected and will continue to affect the business, economic and social life of every one of us. Foremost among these changes is the population shift.

Each year hundreds of thousands move to a new community, so there is a continuous shift of population and a resulting change in the complexion of communities.

Suburban living has changed the face of the countryside in the last decade. The exodus to the country has been so great, a new phenomenon is emerging: the strip city. In some cases the suburbs of large cities extend so far they meet and merge.

Recently there has been an indication some suburbanites are becoming disenchanted with country living and the problems of long-distance commuting. They are returning to the city.

What bearing does this have upon analyzing club membership? Simply this. If the community in which your club is located is subject to the stress and strain of a fluctuating population, the requirements of your membership are apt to change markedly in a relatively short period.

Let us suppose you manage a country club in an area where 20 years ago there were a number of large estates owned by wealthy people. Aside from using its golf course and tennis courts, these people patronized the club principally on formal occasions. It was customary for them to give several elaborate functions during the year, but otherwise there was little activity in the club on a day-to-day basis.

Fifteen years ago several of the members died and their estates went on the market. Shrewd promoters acquired the properties and proceeded to sub-divide them. Since the area is within reasonable commuting distance of a large city, has a mild climate, and the homes which were constructed are financed easily, the community now is comprised largely of young married couples with middle-bracket incomes and children ranging from infancy to early teens.

### Use of Club

These couples seek recreation and entertainment for themselves and their families which is both informal and relatively inexpensive. They use the country club only if it affords them the means of realizing these objectives.

Obviously, if the club is to attract and hold members from the new community, it must revamp its program, its facilities and its service. Formal banquets with elaborate service are largely a thing of the past. Coming-out parties for debutantes are few, as

Henry T. Maschal is a partner of the certified public accounting and consulting firm of Harris, Kerr, Forster & Company with which he has been identified for nearly 30 years. A graduate of the University of Chicago, Mr. Maschal took his post-graduate work at Northwestern University. In 1936 he opened the San Francisco office of Harris, Kerr, Forster.

A past president of the San Francisco chapter of The California Society of Certified Public Accountants, Mr. Maschal is a member of the American Institute of Certified Public Accountants. For four years he served as secretary-treasurer of the 1960 VIII Olympic Winter Games.

He has been president of the San Francisco Convention and Visitors Bureau and now is chairman of the board of directors.

are afternoon receptions.

Buffet suppers and smorgasbord are popular with young people of a new community. They want a supervised swimming pool and playground for their youngsters. They demand plenty of parking space. The women are interested in fashion shows sponsored by the city's best department store. Is your club equipped to meet these changing requirements? Is it prepared to make the necessary adjustments in service, facilities and physical plant which will enable it to do so?

There is one danger against which every club must guard. It is insidious and it is universal. It must be recognized and remedied if the club is to continue to prosper and maintain its position. We are all familiar with the aphorism, "You are as young as you think you are." A club is as young as its membership.

The club which does not pursue consistently an active policy of seeking and admitting new members in the younger-age brackets literally is signing its own death warrant. To be successful, a club must attract men and women who are active in the world of business, finance, industry, politics and the arts—men and women who will take an active interest in the affairs of the club so that it fulfills its proper function in community life.

Periodically the roster should be reviewed and analyzed to make certain a proper proportion of ages is being

maintained. If the membership is permitted to remain static, it will be only a matter of time until activity diminishes and the club becomes a "has been."

Recently our firm was called in to consult with the board of a well-established city club which has had a long and distinguished history. To be a member is an indication of prestige and standing in the community. It has always been financially sound. It is in an excellent location. The club rooms are handsome and well appointed; service is unobtrusive; the dues structure is in keeping with the standards of the club. To the casual observer, there would appear to be no problem of any consequence. Yet the club was in trouble, and its officers realized it.

For the last seven years luncheon service in the main dining room had declined steadily. There were 52,400 covers served in 1954, but only 44,800 in 1960. That decrease in itself was not particularly serious, but patronage in the ladies' dining room also had declined perceptibly. Billiard room use and revenues were down more than 50 per cent in a 12-year period. The squash courts were seldom in use. Patronage of nearly all facilities had declined.

During the course of our survey we analyzed the membership on the basis of age. Of the approximately 1800 members, 547 were over 65 years of age and 727 were between the ages of 56 and 65. Fully two-thirds of the members were past 55; they had arrived at or were approaching an age when their use of the club's facilities presumably would diminish.

### Answer to Problems

What was the answer to these problems? Our study suggested both a rearrangement of facilities and a modification of food service. We also recommended creating a committee to study and resolve the problem of developing a program which would encourage younger men to apply for membership in the club.

It was suggested that the billiard room be converted to a dining room which would offer fast, limited food service at luncheon Monday through Friday. Informal food service, particularly at mid-day, is increasingly in demand and would attract the patronage of the younger members.

We suggested moving the barber shop from its present location to the ground floor, making space available for additional private dining rooms as well as being more convenient for the members. One squash court was to be converted to private dining space.

There is an increasing demand for private dining rooms these days, par-

(Continued on page 176)



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## Types Of Food Service

By Professor Matthew Bernatsky  
Cornell University

To describe and systematize the types of food service that take place in the various dining rooms and banquet halls of our clubs in the United States and elsewhere, is not easy. The physical layout, equipment on hand, changing policy, and the habits and skills of personnel invariably present a combination of services or compromises of a recognizable type of service.

We frequently hear about English, French, Russian or American service. However, other expressions referring to service should not be overlooked. For example, "service a la Ritz," "a la carte," "table d'hote," "family style," "plate service," "silver service," "banquet service," "arm service," "small tray service," "large tray and cart service," are all used in the country today.

The easiest way to explain *English service* to Americans is to compare it to the Thanksgiving dinner—a dinner, where family and friends sit down at the same time and enjoy the same food from soup to nuts. The various courses are brought in family style and the dishing out and the carving of the meat is done at the table by the host.

English service, simplified, would be family style service, where the food comes in on large platters, and is passed from guest to guest, or is put in the center of the table and the guests help themselves.

Service a la Ritz may be classified

as English service in luxury, where the labor of the host and the participating guest is taken over by highly skilled professional captains and waiters, who make a show with every course, dishing out the soup, carving the meat, mixing the salad and flaming the dessert. The attractively finished plate is put in front of the guest, from the right, and as the dinner goes on, second helpings, or even third helpings may be offered. The guest can enjoy the food and participate in conversation. Personal service is given to every guest. The skillful waiter sees and even foresees every wish of the guest, and the details and refinements of good service are taken care of without any noise or unnecessary fuss.

Table d'hote lunch or dinner means a complete meal at a fixed price. In many cases the table d'hote meal offers choice of "appetizers, soup, main course, vegetables, salad and dessert." Accordingly, the price may vary.

The pros and cons on arm, small tray, large tray and cart service will be with us as long as we have food service. It seems to me that in coffee shop counters, arm service is most effective. In dining rooms (where the distance from the kitchen is short, and most of the guests are singles or couples) the small tray will be most suitable. Where the distances from the kitchen are long, and where the majority of the guests come in parties of

four, five and six, the large tray will be most successful. In fine dining rooms where there is sufficient space for service, the cart service will be most effective.

French service is universally available in the finer restaurants of the civilized world. It seems to lose ground in the United States. The reason? Because skilled waiters are not readily available. The true French service is a team work between the chef de rang (captain), and the commis de rang (waiter). They work off a handy cart (gueridon), and they have a heating unit (rechaud). Because of their skill, they simplify to a certain degree, the dishing out of the food in the kitchen. The chef de rang seats the guest, takes the order, serves the wines, carves the meat, bones the fish. He generally finishes the preparation of the food in front of the guest. He presents the check and collects the money.

The commis de rang takes the order to the kitchen, brings in the food from the kitchen, and serves the plate of food to the guest, (usually from the right), which was prepared by the chef de rang, and of course, helps everywhere he can.

In spite of the fact that in most of the European countries apprentice-training was and is going on, the scarcity of good waiters was and is still a problem. Because of this scarcity of skill the Russian service where a defi-

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nite portion of food for a definite price is dished out in the kitchen, gave us better control of food and speeded up and simplified service.

*Russian Service is the most universally accepted service in the fine restaurants of the world.* All food is dished out on, or in, heavy silver in the kitchen. The waiter will place the plate in front of each guest, and transfer the food from the silver to the plate.

### Russian Is Faster

This, of course, also requires considerable skill, but the record shows that as a whole, Russian service is faster than French service, and in most cases standardized the financial success of the restaurants in the 19th century. The Russian service is ruling supreme in most of the fine restaurants in Europe today, and was challenged only in recent decades by American service.

American service is the simplest for the waiter or waitress. The heavy silver is eliminated and almost everything is dished out in the kitchen on the same plate that is put in front of the guest.

The general rule for American service is: "liquids from the right, solids from the left. Remove soiled dishes from the right." Some professionals who were trained in giving French service sometimes criticize these rules. They claim that it is handier to stack dishes on the left arm. Therefore solids as well as liquids should be served from the right.

We disagree with this theory since Americans, almost without exception, want coffee with their meals. The large cup of coffee on the right is an American food service standard. Therefore, it is a good rule to serve liquids (water, coffee, wine) from the right and solids from the left, where we haven't a cup of coffee or a goblet filled with ice water to complicate service.

### Learn New Way

Indeed, when stacking plates on the left arm, it is awkward to serve from the left side of the guest with the right hand. However, it certainly is not too difficult and, of course, for best results service personnel can readily learn to stack plates on the right and serve with the left. Stacking on the right and serving from the left works particularly well on banquets where plate service is used.

Previously we mentioned that the Russian service is from heavy silver and in most cases will require experienced waiters. In a few of our finer hotels as well as clubs, banquets are served a la Russe or Russian style (erroneously often called French service). One should bear in mind that when-

ever silver service is given, the space requirements at the table are greater than they are for plate service.

American or plate service is space saving, the width of 24 inches per person being sufficient, whereas for silver service, 30 inches per person is desirable.

We have mentioned that in fine dining rooms, food service from carts proves to be most successful. For decades in the most successful restaurants of Paris and London the showmanship with food on carts has been a common standard, and invariably has proved to be labor saving and to raise food sales. In recent years food on carts was discouraged by health regulations. However, the answer to this problem is carts with plastic domes, satisfying health department requirements and presenting the food more attractively than ever before.

### Banquet Cart Service

In recent years we have introduced cart service for banquets. We find that correctly designed carts, china and plate covers will enable the waiter to give better and faster service than before, and actually serve more people at the same time.

In teaching or training personnel one will have to set standards and systematize the subject presented in the development of the form of the service. However, I feel that the *spirit* in which service is given is all important. In addition to teaching a skill we must develop the correct attitude in our personnel. We must make them interested, curious and hungry to want to know more about it. When we have love of craftsmanship and willingness to give personal service, then we have a winning team. When the attitude is right, the aptitude will develop. The form is important, but the nature of service is such that in many cases we have to make exceptions to the rules.

When two guests are sitting next to each other and are obviously absorbed in conversation, they should not be disturbed by a waiter insisting that he must fill the water glass from the right or serve the plate from the left. A good waiter will sense when to make exception to the rule.

Service that comes from the heart is blessed; combine it with sensitivity and maturity and you will have perfect service. ■ ■

### Promotion Pieces

(Continued from page 38)

3. All people on the club staff should be aware of and receive this promotion material so they will be informed as to what plans the club has.

*Except for the period of 1942-1946, when he served in the army, Willard E. Brown has been with Judd & Dutweiler continuously since 1927. In 1937 he was named production manager. In 1953 he was elected to the management council as assistant vice president. He has taught printing fundamentals and is a member of various printing industry organizations.*

4. The type of people who should receive the material? You have different classes of membership—why send a golf announcement to a non-golfer, or a teen-age party announcement to a family where there are no children? If you will classify your membership, you will get far more effective returns from the mailings sent out.

5. When should material be mailed? This tends to vary with different clubs and types of events. It is rarely wise to mail more than two weeks in advance, but it is frequently worthwhile to have a second reminder notice within a week of the event.

6. Before you write your copy you should form the habit of asking yourself these questions: What is the most exciting fact of the event? How can I present this fact or feature to make it exciting to my members? What is the most dramatic single sentence I can think up to state the benefits and appeal? What new way can I find to visualize the benefits? What is the most telling design I can use, and how much will it cost?

There is no such thing as cheap or expensive printing. It is either productive or non-productive. The printed piece sent out by a club is expected to produce certain results. If it fails to measure up to your expectations it is not a good investment regardless of what it costs.

### Communication

Each time we send out a printed piece we strive to establish communication with another person. We seek to establish an image in the mind of the person we are trying to convince. This image should not be distorted by useless trappings. We present ourselves in a way that truly represents who we are. To attain this does not require the mind of a genius but only a thoughtful and honest appraisal.

The use of photographs or illustrations in any printed piece is very much worthwhile and usually is effective.

In well-done folders the emphasis is on appearance, easy readability and not too much copy. The simple message is usually the most effective. ■ ■

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# BUDGETS

Steps in preparation, initiation, controls, revisions, graphs, reports and other factors.

**B**udgeting is essentially a managerial process, a basic step in planning, coordinating and controlling business operations.

A business budget is a plan covering all phases of operations for a definite period in the future. It is a formal expression of policies, plans, objectives and goals laid down in advance by top management for the concern as a whole and for each sub-division thereof.

The budget expresses revenue goals in the sales budget and expense limitations in the expense budgets that must be attained in order to realize objectives and goals.

In addition, the budget expresses plans relative to such items as inventory levels, capital additions, cash requirements, financing, purchasing plans, labor requirements and so forth. The budget is a formal statement of management plans and policies for a given period to be used as a guide or blueprint in that period.

Budgeting has application in any business regardless of the size. A small concern has different needs than a large one. The smaller and simpler a business, the simpler the budget. The larger and more complex a business, the more elaborate and comprehensive its budget should be. As with accounting, no one system of budgeting can be designed for all alike, but rather must be tailor-made to fit each particular concern.

Without a doubt the benefits that modern management has realized from budgeting are of such consequence

*By Fred E. Furns  
Price Waterhouse & Co.*

that no particular management can well afford to disregard budgetary planning and control.

Budgeting is not a complex process. It complements and parallels the accounting, cost accounting and statistical procedures. It is simply an orderly process of planning income, costs and capital expenditures for a period and then comparing actuals with the plans during the period to secure indications of required corrective action, or of modification of the plans.

Budgets must be flexible in order to provide for the adjustment of the budgeted amounts when justified. If an expenditure in excess of budget will result in increased profits which would not be realized if the expenditure were not made, obviously the expenditure and the adjustment of the budget is justified. Therefore, it can be said that budgeting provides a basis for evaluating the probable results of decisions before they are made and the actual results after they are made. Budgeting stimulates rather than inhibits management decision.

The circumstances in each particular organization will vary, and there is no magic formula of universal application. However, a close study of successful budgetary programs indicates that there are some practices common to successful budgeting that must be observed. Failure to appreciate and ob-

serve these essentials will negate to a large degree the value of a budget program in any business situation. The following are general principles which budget authorities agree are applicable to all types and sizes of business and which underly successful budget installations.

1. A budget system must have the complete approval of the chief executive, who should be fully aware of its potential, must thoroughly understand what the budget will and will not accomplish, and must insist that it be applied and complied with throughout the company.

He must understand that a budget is not a weapon with which to force employees to greater efforts, but rather a means of developing voluntary cooperation. He must understand the concept of delegation of authority, and believe in it.

He must be sold on budgeting and, in turn, must sell it down the line. Budgeting is a company-wide activity, but budgeting philosophies and policies must start at top levels.

The impetus and direction must come from the very top. It is natural for individuals at all levels of management to resist change. This is especially true of middle management, since an effective budgetary program points the finger at the inefficiency as well as the efficiency of individuals. If top management realizes the full potential of a budget program as an aid in accomplishing the planning, coordinating and controlling functions, effective use should result. Even a properly prepared



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budget, if used ineffectively, is just poor management and an unnecessary expense to boot.

2. Proper organization is one of the essentials of good management. Prior to successful budgeting, a definite plan of organization must be established. Budgetary control can be effective only if every executive and supervisor knows the exact scope of his responsibility and authority. A formal organization chart for the company as a whole should be constructed and supplemented with an organization manual.

From the accounting and budgeting point of view, definite specification of areas of responsibility is necessary because accounting and budgeting for management attempt to report and measure accomplishment in terms of individual responsibility. The duties of a supervisor or executive must be clearly defined before responsibilities can be budgeted and performance measured.

3. The budgetary program must be the definite responsibility of a specified individual or group. Obviously, the chief executive has the ultimate responsibility for the budget program. However, it is necessary that a large part of the supervisory responsibility be delegated to the controller or budget director. It is frequently advisable for a firm to have a standing budget committee. This committee, however, should be advisory in nature.

The budget director or budget committee should not have line authority with respect to budget enforcement. Both are strictly staff positions. Budget preparation, operation and enforcement and control are principally line responsibilities. The budget director is properly charged with responsibility for designing the budget program and with providing technical assistance and advice to line personnel for implementing it.

The budget director definitely should not attempt to prepare the budget, but he should be responsible for providing technical assistance and supervision in bringing the estimates together in final form once they have been prepared by the respective operating executives.

4. It is axiomatic that all budget allowances and objectives should be determined with the full cooperation of those who are responsible for achieving the objectives. In the area of budget-

ing, the delegation of responsibility for the preparation of budgets to each manager is of prime importance.

This is based on a two fold theory: (1) no manager can perform to maximum effectiveness unless he is responsible for planning the operations and requirements of the activity for which he is held accountable; and (2) that this responsibility makes each manager an active participant in determining the company's operating program and its long-term objectives, thus increasing his interest and efforts toward successful company-wide operation, as well as his own particular sphere of operation. This type of planning, emanating from the lowest managerial level and moving upward through the organizational structure, produces results far superior to those obtained from the "top-management-centered" concept of planning.

The above points, however important, must not be construed to mean that the budget allowances of operating supervisors should always prevail. There will always be some individuals who will deliberately try to set budget allowances at a level that presents no challenge. The top executives must make the final decisions; however, subordinates should be properly heard.

5. The care with which budget goals and objectives are set determines to a large degree the ultimate success of the budget program. Objectives should represent goals which are reasonable and yet present a real challenge. Goals based on hope or on the basis of unrealistic optimism do more harm than good. Goals set so high as to be, for all practical purposes, impossible to attain tend to discourage any serious efforts to reach them.

On the other hand, goals set at a level that presents no challenge will have no meaning or incentive for supervisors. Many operational decisions are made on the basis of budget goals and objectives; management decisions suffer if they are unrealistic.

6. The use of comprehensive budgeting is desirable, but it must be remembered that half a loaf in budgeting is better than none. A complete budget, particularly the profit and loss budget, where every item of income and expense should be considered, is preferable.

If budgeting is to be used to its



Fred E. Furns

best advantage, it should cover every phase of a business. However, circumstances vary and it may be impractical or difficult, at first, to attempt a comprehensive budget and it may be wise to begin by budgeting in segments arriving ultimately at the complete budget.

7. Unless a budget results in periodic appraisal of operations through comparison of actual operations with budgeted operations, the major benefits of budgeting are lost. The objective is to make this comparison on the most frequent basis practicable, to know as soon as possible the difference between actual and budget, and take corrective action with equal promptness. Careful analysis of variations should be made and the reasons therefor explained to persons responsible for performance, as well as to management.

The actual development of a budget is not a difficult task once the misconceptions of budgeting have been cleared and the purpose, benefits, application and basic principles of budgeting are thoroughly understood.

At the risk of oversimplification it could be said that to develop the budget it is now only necessary to determine responsibility for each element of the budget. The person responsible for each of the elements prepares his budget allowance within the period covered by the budget and submits these figures to the budget director. The budget director assembles these figures in an appropriate budget form which is then ready for management's approval.

However, we would be remiss if we did not discuss at this time some of the principal points and basic steps in developing a budget. Some of the more important points are as follows:

1. **Budget Period:** In most cases it is best to use the accounting period, usually a year, breaking down the budget by quarters for the last nine months of the year and by months for the first quarter. The last three quarters

Born in Detroit, Fred E. Furns is a graduate of the University of Denver, having received his Master's Degree in business administration and major accounting, and being honored by both Beta Gamma Sigma and Beta Alpha Psi. Since 1946 Mr. Furns has made his home in Denver, where he has followed his professional career: six years as manager of his own firm, instructing accounting part time at the University of Denver, and eventually joining Price Waterhouse & Co., where presently he is in charge of the management advisory services department.

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# USHER'S

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are subsequently broken down by months during the month preceding each quarter.

However, many entities find it feasible to prepare the entire planning budget by month at the time of original preparation of the budget. In addition, long term budgets are prepared extending three, five, ten and sometimes 15 years in advance, covering such items as capital additions, sources of capital, etc. These long range budgets dovetail into the annual budget, since the annual budget includes the appropriate year portion of the long term budgets.

**2. Budget Responsibility:** In many cases the areas of responsibility within the organization are not compatible with logical budget responsibility. It is essential that areas of responsibility and authority and budget responsibility be one and the same. In the preparation of the first budget, particularly, jurisdictional disputes and a reluctance to delegate authority must be expected on many levels.

In many businesses, the chief executive himself will often be reluctant to delegate responsibility and authority to others. It must be pointed out to him that he can free himself of many activities and still maintain close control over these activities through budgeting.

**3. Chart of Accounts:** The next step in the budget plan is to revise the chart of accounts so that revenue and expenditures are recorded by budget responsibility. At this point it should be decided in how much detail a particular account should be controlled.

It must be remembered that budgeting should not become an expensive burden through attempts to control items where the cost of control would far exceed any benefits derived from these controls. Also, the effect of reporting requirements and the probable change in financial presentation should be carefully considered and evaluated before the final revised chart of accounts is adopted.

**4. Budget Allowances:** The business's own records provide a great amount of data. The problem here is to put the data in a form in which it is readily usable. The cost involved in analyzing past data is sometimes very high. Care should be taken to spend only the amount of money that is justified by the actual value of the data for establishing future budget allowances.

In establishing budget allowances it is essential the budgeter know the economic characteristics of the business. He should know the probable unit prices of equipment, services, materials

and wage rates, etc. He should have a good knowledge of the probable level of activity of the business during the budget period. In addition, he should have knowledge of the income-expense relationship within the business.

**5. Classification of Budget Allowances:** One of the most significant aspects of budgeting is the analysis and classification of costs as they relate to volume, or activity. Costs, when related to volume or activity, may be classified as fixed, variable or semi-variable. Fixed costs are those that remain essentially constant irrespective of changes in volume or activity. Variable costs are those that increase or decrease proportionately with volume or activity. Some costs possess characteristics of both fixed and variable costs and therefore are called semi-variable costs.

The above classification of costs makes possible dynamic control by management and provides management with additional managerial tools such as breakeven analysis, cost-volume-profit analysis, etc.

**6. Psychological Factors** are always important in management and the budgeter must prepare the psychological climate in which budgeting will succeed. Management should be appraised not to expect too much too soon. Often psychological obstacles result from the natural reluctance of people to accept changes. Great care should be taken in explaining the reason for the changes and it should be emphasized that the change is not endangering anyone's position.

Unless a budget results in control of costs and expenses, the major benefits of budgeting are lost. The most effective control is accomplished by comparing the actual cost and expenses with the budgeted costs and expenses on the most frequent basis practicable: daily, weekly, or at least monthly if no greater frequency is practicable. Budget reports, properly prepared, provide the major control over operations.

There is no designated form that a budget report must take. Every business demands its own special reports and almost every management has different requirements, depending upon the kind of business engaged in. However, a good budget report contains the following essential characteristics and is written so it will be clearly understood by all readers.

A. Each supervisor or department head who is held accountable for control of certain expenditures should receive a report applicable to his area of responsibility. Each such individual should be given a report detailing the budgeted and actual controllable ex-

(Continued on page 175)

## Samsonite CHAIR BUYER'S GUIDE



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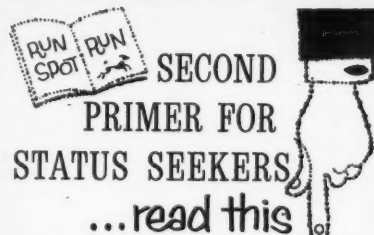
## STACKING CHAIRS

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Now, in a single master stroke, achieve status, become a man of import at your club or restaurant.

Simply say (sotto voce) to the maitre d' while he escorts you to your table, "You do have Durkee's Famous Sauce, don't you?"

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**DURKEE'S FAMOUS SAUCE**

*As advertised in Sports Illustrated*



The largest single item of expense in clubs today is the cost of payroll and related expense, which absorbs nearly half the income dollar. In contrast, food cost takes only 18.5 per cent, beverage cost 5.6 per cent and other expenses 27.7 per cent of total income including dues. In other words, the total income dollar is allocated: nearly half to the various payroll costs, nearly one-quarter to merchandise costs and a little more than one-quarter for all other expenses. These statistics are taken from our annual club studies of 50 country clubs and 50 city clubs with total income of \$70,000,000.

In the country club group, the large clubs spend a greater portion of their income dollar on payroll than other size clubs do. The small clubs spend the smallest proportion of their income dollar on payroll.

In city clubs even more of the income dollar goes for payroll costs than in country clubs. The luncheon clubs have the lowest ratio of payroll cost to income.

If we exclude dues from these computations, payroll and related expenses require far more than two-thirds of total departmental sales and other income of clubs.

Not only are these labor costs of paramount importance today but they are increasing faster than the dues rates and menu prices. Over the years the hourly earnings of employees have shown a steady increase, while the work-week hours have declined. In all sections of the country pressure continues for further wage increases and other benefits.

In the revised Uniform System of Accounts for Clubs, the term "employee benefits" is used to group employees' meals, payroll taxes, employees' insurance, etc. It may come as a surprise that employee benefits now average 15 per cent of payrolls. In some metropolitan areas in the East, these expenses reach 20 per cent.

Such statistics highlight the crucial importance of payroll control in clubs and the necessity of action by management. Failure to control this most important operating cost may cause clubs to price themselves out of their market or to drop some of the nicer services of the club.

I have no magic formula that will fit all clubs and all conditions. To a considerable degree the payroll problems of each club are unlike those of another because of wide variations in policy, style of service, prices, layout, labor market, labor efficiency and other factors.

A few fundamentals of payroll control, stated tersely, are as follows:

(1) Screen prospective employees carefully to make sure they will per-

form efficiently and fit into your organization.

(2) Maintain careful records of hours worked by regular and extra employees, including overtime.

(3) Plan your menu to distribute the work-load over all members of the kitchen staff.

(4) Take a fresh look at your kitchen and dining room layouts. Perhaps you can improve the flow of traffic by moving a piece of equipment, or reduce kitchen labor by consolidating the production area.

(5) Install labor-saving devices, such as subveyors, conveyors, retarding boxes, electric meat saws, etc.

Because small country clubs are the most numerous and perhaps the most typical, I have tailored my illustrations and thinking to the needs of that group. However, similar methods can be used in studying payroll-control problems in all sizes and types of clubs.

We all know these conditions to be found in the typical small country club: (1) The attendance fluctuates for all meals because of weather conditions, conflicting functions and the whims of the members.

(2) Peak volume periods can be expected only two or three days a week.

(3) Food service usually is offered in two or more dining rooms regardless of seat-turnover or other gauges of the need.

(4) Service is offered at some hours during which the payroll cost far exceeds the sales.

Now we come to the mechanics of staffing: (1) Plan the labor requirements according to the club's operating seasons. The degree of activity and length of operating periods will vary, depending on the club's location and policies.

(2) Set up a minimum staff for each operating season. This is the most basic control and must be done prudently. In arriving at staff requirements, combine positions whenever possible and consider buying prefabricated cuts of meat.

(3) Improvise in staffing to meet fluctuations in demand on weekends, holidays and during months of slow business.

(4) Engage "extras" to supplement the basic staff during weekends and for special events and banquets.

(5) Use staffing guides as a basis for hiring the variable staff required. The food and beverage department which accounts for 40 per cent of the payroll dollar and in which payroll costs vary most widely is an essential area for using a staffing guide.

A practical application of the foregoing procedures can be illustrated for a small New England country club (Country Club "A") in a suburb of a

## Control of Payroll

### the use of staffing guides for hiring

By Joseph H. Nolin, C.P.A.  
Horwath & Horwath  
New York



city of 150,000 population. The operating of the club showed good payroll results in 36.1 per cent of total club income mainly because the staffing was controlled on the basis of actual requirements and seasonal factors.

Food and beverage service is offered in a dining room, men's grill, stand-up bar and snack bar at the swimming pool. There is an 18-hole golf course.

The basic staff, which is sufficiently large to render satisfactory service, is kept at a minimum. The administrative and general staff during the busy season is increased by a clerk to help handle the sorting and posting of members' charges, the monthly billing and the large number of telephone calls coming through the switchboard during this period.

The regular kitchen staff is increased by a cook, pantry employee and dishwasher during the busy season. Two waiters are hired in season to handle the increase in food and beverage volume. A regular waiter who waits on tables in winter is used as a head-waiter during the peak volume period to improve dining room service.

The locker room staff is supplemented by a locker room boy and ladies' attendant to provide for an increase in service made necessary by an increase in golf play. The greens and grounds maintenance staff is boosted to handle adequately the maintenance needs of the summer season, and a starter also is used at that time of year.

Now let's consider Club "B" located in the same area as Club "A". This club has a larger membership and food and beverage volume.

Although a minimum staff is used in each dining room, overstaffing is created automatically by the operation of more dining rooms than normally would be necessary for the volume handled. Also, the use of a high-class baker and the sale of a large number of sandwiches rather than hot dishes in season boosts the payroll cost above normal.

An operating study of this country club made by one of our specialists pointed out to management that payroll and related expense savings of about \$9000 a year could be effected if some changes were made. These included the following brief recommendations:

(1) Reassign cleaning details in the

**FIGURE 1**  
USE OF STAFFING GUIDE FOR A TYPICAL SUMMER WEEK  
IN A SMALL COUNTRY CLUB

	TUESDAY - FRIDAY DAILY STAFF FOR 225 COVERS	EXTRA STAFF NEEDED SATURDAY SUNDAY FRIDAY NIGHT MARGENT		ADD 1 EXTRA MAN PER "COVERS" AMOUNT BELOW
Covers				
Average	206	325	400	250
Excess over normal		100	175	
Kitchen				
Chef and cooks	2	1	2	70
Potwasher - vegetable cleaner	1	1	1	250
Pantry	2	1	1	140
Warewasher - porter	2	1	2	115
Dining room				
Headwaiter	1			
Waiters	6	8	7	(Combined lunch and dinner covers 25-30
Bus boys	2	1	2	Per 4 waiters
Grill or cocktail lounge				
Waiters	2			Food and beverage covers 50
Bartenders	1			Per \$175 sales
Buffet or banquet				
Cooks			2	185
Potwasher - vegetable cleaner			1	300
Pantry			1	250
Warewashing			2	140
Waiters			10	20-25
Bus boys			2	Per 7 waiters
Total staff	19	9	15	19

dining rooms and kitchen to the warewashing, porter and clubhouse cleaning staffs. The employees remaining after the changes have been made would be able to handle the cleaning details from day to day. Before the study, the waitresses had been responsible for cleaning their respective stations, which was an unusual practice.

2. Have the kitchen preparation staff help the pantry in making sandwiches and salads, since the demand for hot dishes drops sharply in the summer.

(3) During the off-season period serve most food and beverages in the men's grill and only lunch in the main dining room, particularly on weekdays when the volume of business is spasmodic and low.

(4) Discontinue the service of food in the ladies' grill and permanently use the space as a function room.

(5) Eliminate the pastry department during the off-season period; have the cooks make a limited number of popular desserts and have the club purchase the remaining requirements from a reputable local baker.

Payroll forecasting should be used as an important management tool. Periodic forecasts should be made to determine adequate staffing requirements to meet the work loads of each department. For such procedures to be

effective, the work performance standards for each job should be determined and strict management control exercised over the "extra" and overtime payroll. In addition, the forecasted and actual staff should be compared and any major differences should be investigated.

It is difficult to change the size of the club staff in line with volume changes since many positions must be covered regardless of the extent of club patronage. However, staffing on the basis of volume can be done successfully in some departments more than others. The food and beverage department operating results, for example, can benefit greatly from such adjustments.

In the sample staffing guide shown in figure 1 the first column shows the minimum regular staff required to take care of the average weekday business of 225 meals or covers in this particular club. In this example it is assumed that the sales are fairly evenly distributed over the luncheon and dinner periods. If most of these sales occurred during dinner, for example, a larger staff probably would be needed.

It was found recently that the club serves about 325 meals on Saturdays and 400 meals on Sundays. The extra

(Continued on page 168)

FIGURE 2

ANALYSIS OF PAYROLL

		PAYROLL PERIOD										COVERS PER MAN-DAY	SALES PER MAN-DAY	RATIO OF PAYROLL COST TO SALES
		REGULAR		OVERTIME		EXTRA STAFF		TOTAL		TOTAL				
		NO.	AMOUNT	NO.	AMOUNT	NO.	AMOUNT	NO.	AMOUNT	MAN-DAYS	MAN-DAYS	MAN-DAYS	MAN-DAYS	TO SALES
Kitchen														
Chef and cooks														
Potwasher - vegetable cleaners														
Pantry														
Warewasher - porters														

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## The Club Manager's Role



By Dr. Joseph W. Thompson, PhD.  
*Michigan State University*

**H**uman relations which is a nebulous but important factor in our everyday life has a great deal to do with a club manager's relationship with his board.

Club managers, in general, have a difficult situation and have a complex role compared to management in private business. The role of management in business is to achieve certain specified goals, and business marshalls all its resources toward that objective.

New products, for example, is an extremely important field for business. The dynamic and life giving products of the 70s will be new products.

But in club management, while we too have basic goals, there is a paradox. Business gives its management the authority to achieve the goals, but this is often not the case in club operation.

Admittedly the management task in the club field is, in many ways, far more complex and nebulous than is the management function in the business firm. For instance, in one you have a fairly direct and well-defined line of authority. In the other you may have defined lines of authority between the directors, committees, and management. But there is a maze of "authoritative lines" running in reverse—that is, from members to management, committees, employees, the board, etc.

We can see this picture more clearly if we visualize a case where all 500 customers of a particular business firm are equal partners in the business. Many of these partners would perhaps "tell" management how to modify its products, the prices it should charge, the employees it should hire, and per-

haps even demand special consideration, concessions and services from management. The partners may rationalize their behavior and demands by the thought, "After all, we are partners."

Recently I was visiting with a top executive in a large corporation, who also served as the president of a fairly substantial country club. Prior to going to the club to view its facilities, the president began to discuss some of the problems of the club. He mentioned that he spent more time on his duties as president of the club than he did on his duties as an executive of his corporation. "A most time consuming job," he commented.

After arriving at the club, the reason why it was "a most time consuming job" was readily apparent. The president looked upon himself as the guardian of all people and all things in the club. He stopped to tell one of the employees that the rough edges of a board were exposed and someone's dress might be caught on it. He cor-

rected the man at the cloakroom and he corrected the waiter while we were being served at the bar.

In a discussion that followed I asked this executive what his reaction would be if some of the stockholders or other officials in his company came into his office and told his executive secretary or his assistants how they should do their jobs. Also, what would he think if these individuals went out to the production line and began giving orders to the employees?

His reply clearly indicated that this could not be tolerated, that he had competent management and that was its function—you couldn't have people interfering with management. I asked him if this were not exactly the same situation in the club, if he weren't taking over the function of management. He presented the weak excuse that, "We have always operated this way," and then began to laugh, commenting that he had never thought of it, but that's exactly what he was doing—"interfering with management."

Thus, we see that a club officer too often tries to take over the club manager's function, tries to supervise and correct club employees directly. The answer to this authority reversal is to get the club officers to "see the problem"—to see that they should allow the manager the authority to carry out club goals.

But how? I suggest that this could be accomplished by an outside influence—an unbiased source, a third person, so to speak. Information telling just what a club should do, just exactly what the roles of club officers are, could be published by this outside source, in a brochure. It could then be made available to officers of clubs throughout the country.

Every club should be a management-oriented club. Management has to make the decisions. And in connection with that I recommend a new book entitled "Managerial Psychology" by Harold J. Leavitt, published by the University of Chicago, which should be available at most book stores. ■ ■

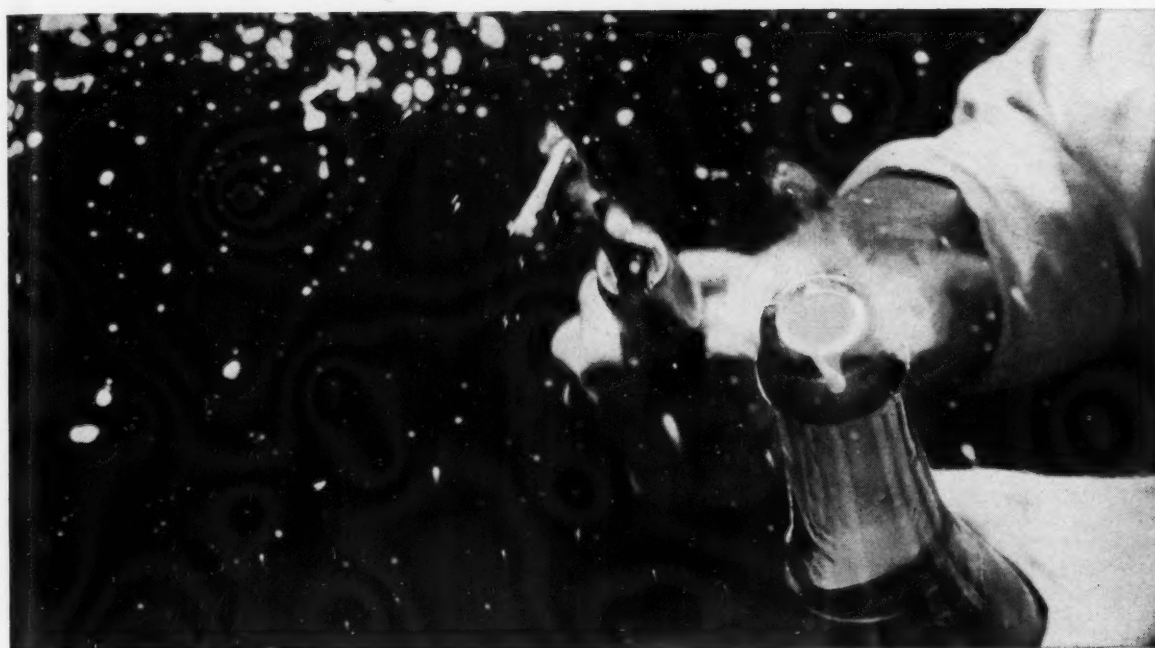
During the last few years Dr. Joseph W. Thompson, who is director of the school of hotel, restaurant and institutional management, Michigan State University, has "logged" hundreds of hours doing sales training and management seminars throughout the United States. He has done consulting work for more than 50 different business firms, ranging from small local companies to national corporations. In addition, he has done programs on a continuous basis for several national associations.

Dr. Thompson has written extensive sales training manuals and recently completed, with Dr. Steven Shaw of North Carolina University, a book entitled "Salesmanship: Modern Viewpoints on Personal Communication, Henry Holt and Company, New York.



*Clarence W. Taylor, Vice President in Charge of Production at the Taylor Winery, answers a question often asked by visitors:*

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## Board-Manager Relations

*By Thomas C. McGuffey, Manager  
Missouri Athletic Club  
St. Louis*

**B**oard-manager relationships actually begin at the point of employment of a manager for a specific club. His employment agreement, arrived at by consultation with the persons responsible for selecting him as their manager, is an important thing whether it is in the form of a contract or other written agreement, or whether it is by oral agreement, understood thoroughly by both parties.

To me, it appears that in smaller clubs a written agreement is the most satisfactory protection for both parties involved; in larger clubs such a written agreement may not be necessary. A definite agreement, however, as to the responsibilities of both parties should be established. You will notice I use the word "responsibilities." Probably in discussing responsibilities there also will be a discussion of some of the privileges extended to the manager, and those privileges that are reserved to the board and its members.

These two items, responsibilities and privileges, literally are one and the same thing. This brings out what I consider to be one of the most important points in the board-manager relationship picture: Many managers attempt to govern or direct, and many boards attempt to manage. Admittedly, there is a fine line between the two actions,



**Thomas C. McGuffey, past president of CMAA (1954) and manager of the Missouri Athletic Club, St. Louis, began his career in club work in 1930. Mr. McGuffey, who attended Hanover (Indiana) College, joined the staff of the Indianapolis Athletic Club as chief clerk in 1934. In 1939 he became catering manager with responsibility for private parties. He was appointed manager of the club in 1946 after returning from the service. In 1951 he became manager of MAC.**

but in reality only one person can manage a club. That person should be the manager—if the club operates with a paid staff, including a manager. The policies under which that manager operates should be determined by his board of governors or the ruling body of the club.

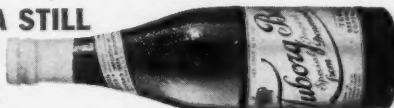
If the board and officers of a club are to receive the maximum benefit from the professional manager they have hired, they should use his ability as a manager to help them set the policies of the club. Its gratifying to me to note that today in country clubs, as well as city clubs, almost 70 per cent of the managers always attend the board and committee meetings, and only about 11 per cent never attend these meetings. I am sure that 50 years ago these figures would have been reversed. This is a clear indication that progress is being made each day in our organization to bring about professional management in clubs.

I have indicated that the board of directors should set the policies of a club, and a manager should operate within the policies determined by it. Here's a concrete example of the difference I am talking about in the function of the two groups. I do not believe it is a manager's prerogative to set the dining rooms hours of a club without

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consultation and approval of his board or house committee. The hours the dining room operates in a club should be a matter of club policy.

The manager can advise as to the cost of operating the dining room at various hours and should be able to point out the benefits and added revenue that can be expected from operating during these hours. By the same token, he also should be able to point out the savings that will accrue if certain hours can be eliminated, when experience has proved there will be minimum attendance during the hours in question. This is the type of advice a manager should be expected to present to his board for consideration.

Whether or not they finally decide to serve Sunday morning breakfast in the men's grill for a group of 12 golfers, when that is the maximum number past history indicates you should expect, is a matter of policy.

After policy has been determined, it is the manager's responsibility to follow that policy exactly as it is laid down until the board elects to change it. His responsibility begins after the policy has been set. In my opinion, it requires that he provide an adequate menu, good service and well-prepared food, at prices that are within the line of established club policies.

Although the grill may operate in

the red, so long as the board is aware of this loss, and desires that it be added to the burden of the club because of the service it will render, then that is their decision and the manager should live with it.

If a club membership elects to its board men who want to provide the ultimate in service and facilities at whatever cost may be required to produce them, that board is discharging its responsibilities when it provides Sunday morning breakfast for the minimum number of persons. They are paying for it and they expect to get it.

On the other hand, I do not believe a member of the board or the club should give directions to an employee other than through the manager. The employees in any organization can have only one person directing their activities. Some flexibility is necessary in cases of this nature. However, you usually will not find the problem of club officers giving directions to employees if management has indicated its ability to handle employee situations properly. Good management normally builds respect from board members.

In some cases member-employee relationships in private clubs are so close that it would be ridiculous not to consider the fact that they are close friends and associates, and naturally are going to discuss club affairs from time to

time. This is one of the hazards of the business, and I do not believe there is any satisfactory way it can be prevented. As long as we are dealing with people, these situations will develop. In my opinion, the smart manager is one who recognizes that such situations will develop, and that in most cases, they are not vicious efforts to upset an organization, but rather the result of close personal relationships over a long period of time.

Earlier I mentioned the employment agreement, and the responsibilities and privileges that are to be established at the time this agreement is made. A word about the privileges. Unless a manager and his family live in the clubhouse or so close to the clubhouse that their presence is inevitable most of the time, the matter of privileges usually will be settled after the manager has proved his ability to handle his responsibilities in a manner that is satisfactory to the membership generally and the board specifically.

I have found that almost every successful manager has as many privileges at the club as he cares to have, and the privileges are a direct result of and in direct proportion to the responsibilities he carries. I never have been one to worry about my privileges, and I don't believe most of you will find it necessary to worry about privileges if you are handling your responsibilities as you should.

I'd like to discuss the board and committee organization of your club, and its effect upon you and your work. Many clubs follow policies in respect to committee organization that are not in the best interest of the club, as I see it. It is my conviction that the most efficient committee operation is one under which all members of all standing committees are members of the board of directors. I exclude from this those committees or advisers that are professional in nature and are paid for their labors.

I do not agree with the theory of having one board member on a given committee, with the other members mustered from the general membership. I realize there may be advantages in getting as many people involved in club affairs as possible in some particular cases, but to me the advantages are far outweighed by the disadvantages.

One of the major benefits of such a policy is the fact that committees will be small, and it is much easier for a small committee to arrive at a sensible and logical conclusion than it is for a large one. So much time is lost and wasted that the better qualified members of a large committee often become disgusted and leave the committee work to those less qualified. The

(Continued on page 174)

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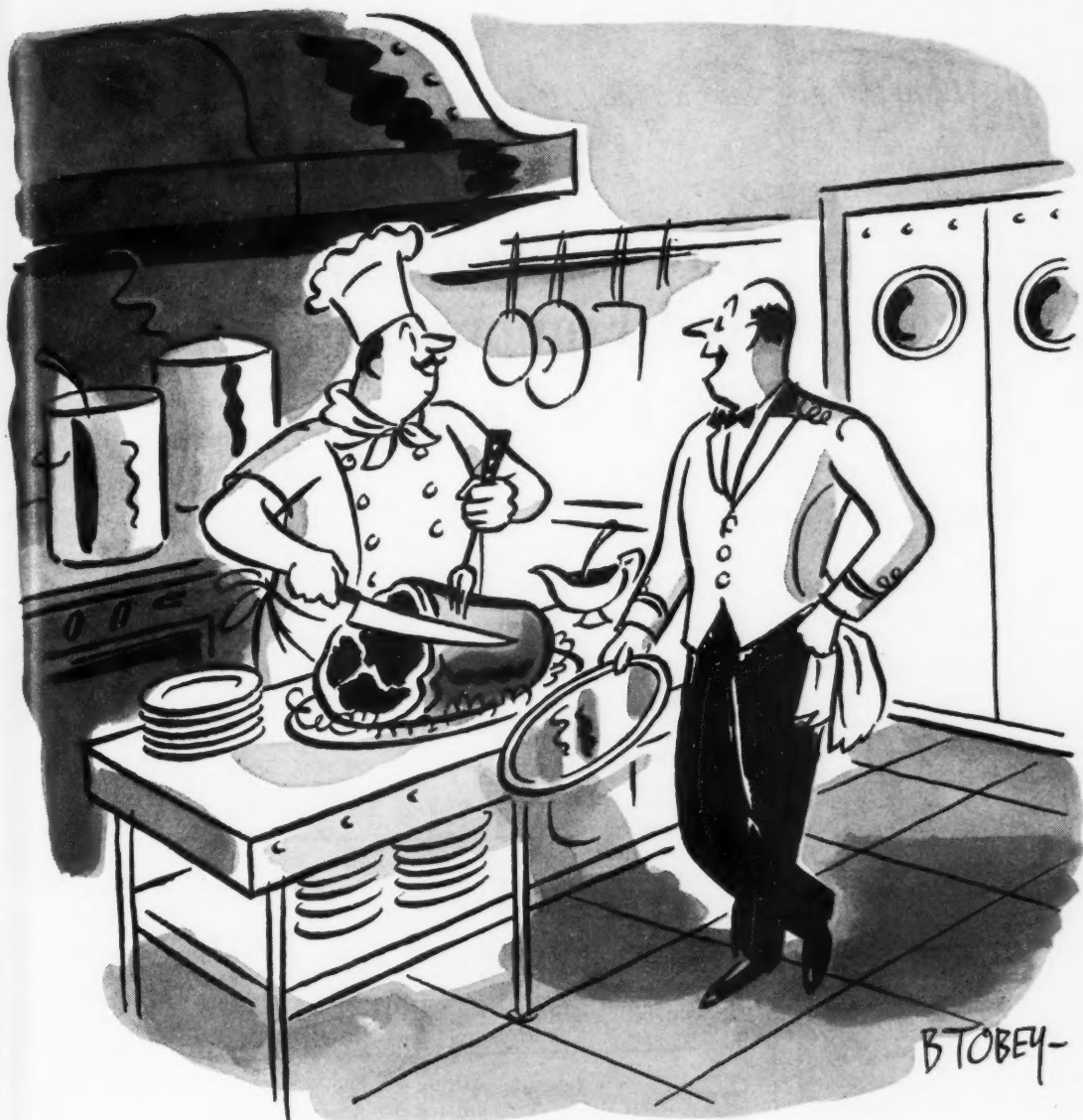
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## *A Cooking Line-Up for Service and Preparation*

# How to Plan Layout And Equipment For Hot Foods

By Arthur W. Dana  
Food Operations Consultant  
New York

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The equipment and layout for hot food preparation and service should be planned along the following lines. Broilers are usually at one end of the line-up for three good reasons. First, the intense heat from the broiler makes it desirable that the cook at this station *not* have to stand with his back facing this heat for serving other food. Second, a broiler station at the end of a line-up can have enough work space in which to set down two or three serving platters on which to plate broiled foods. Third, there is easier access to a reach-in refrigerator for foods to be broiled. And fourth, the service of vegetables and potatoes can be centered between the broiling and sauteing or range top stations, as it should be.

The conventional heavy duty broilers are available for either electricity or gas in double-deck formation, in order to save space. Open hearth broilers simulating charcoal should have a three-sided shield around the grid to prevent grease being spattered against adjacent equipment or walls.

In larger kitchens, double deck ovens to be used primarily for roasting may be located back to back (or else first in line with the broilers) close to the broiling station, because the duties of a broiler cook may include roasting items. A further advantage of nearby ovens is in handling steaks for a large function or banquet. The broilers can be used for initial marking of steaks,

with completion of the cooking in an oven.

Next in line should be a fry- or griddle-top range (separated from the broiler by a spreader plate or unheated top surface) if, in your kitchen, steaks also are grilled or if you have a breakfast cook. This cook's station should be compact for broiling and for fried egg orders.

The spreader plate or unheated top is desirable between the broiler and

the next cooking unit, whether it is a range or deep fat fryer, as a safety measure. It reduces the chance of the cook's arm being burned by the hot broiler body. The same thing is true next to a double-deck roasting oven. Spreader tops between ranges are also desirable if space permits.

Next in line are one or two deep fat fryers. If two fryers adjoin each other, there should be a stainless steel collar or channel, bridging the side by



Arthur W. Dana, food operations consultant for the American Hotel Assn., has had 33 years experience in food operations. A graduate of Harvard University, Mr. Dana has lectured at the Cornell School of Hotel Management, Michigan State College, the University of Chicago, Florida State University and the Institutes of the American Hospital and American Dietetic Assns. He is a consultant for the Arkwright Club, N. Y.; the Buffalo (N.Y.) Athletic Club; the Commonwealth Club, Richmond, Va.; the Country Club, Port Washington, Long Island; the University Club of New York; and the University Club of Philadelphia and others. Mr. Dana is the author of *Kitchen Planning for Quantity Food Service*. He is vice president of Food Facilities Engineering Society.



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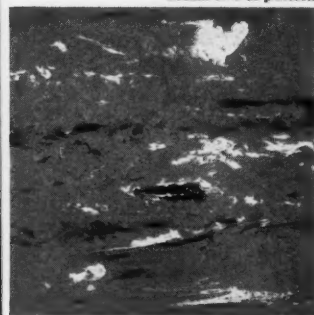
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side rims of the fryers, to prevent grease dripping down between the two units. Again, it is advisable to separate the fryer from the range next in line with a spreader top.

These spreader tops serve as a set-down place for foods which are to be or have been fried. Another purpose for spreader tops when there is gas equipment is to allow gas supply pipes to be connected to both ends of every three or four units (in a row). Insufficient pipe connections can reduce the heat input seriously.

The remaining line-up consists of a number of ranges with ovens or cabinet bases for the fry cook and sauce cook. Over one of the sauce cook's ranges, an elevated broiler or salamander may be desirable for browning au gratin foods. Over the remaining ranges and fryers, double deck back shelves generally are useful.

Anyone selecting range tops should take into consideration the fact that the uniform or even-heat top has the greatest utility for all sizes of pots and pans; the open top with exposed burners, the least advantage, because only four pans (equal to the number of burners) can be accommodated. The ring hot top is hottest in the center; it is most likely to get warped and out of shape soon.

The fry or griddle top is useful either with saute pans or for direct grilling. Because the grease from direct grilling is drained into a trough, which may overflow if not emptied soon enough, it is advisable not to have an oven below the fry top. Otherwise, a grease fire in the oven may occur eventually.

All ranges and fryers should be mounted on three-inch high masonry bases, sealed against moisture, vermin and roaches with an asphaltum mastic. The raised base will prevent mopping water from seeping under the ranges and rusting the bottoms.

If this line-up is back to back with other cooking equipment and is longer than 17 feet, it may be desirable to have an intermediate access to the back line-up to save steps.

Vent hoods should extend over the front of ranges at least eight inches and preferably be fitted with grease filters, easily removed for periodical cleaning. Filters, over open hearth broilers, should be made of stainless steel frames and mesh. They are more resistant to flash heat than are aluminum filters.

Lights in a hood should have vapor-proof globes to protect against short circuits from grease and moisture.

Electronic ranges do not need to be

under a hood.

The cook at the broiling station needs set-down space for seasoning steaks, for setting out platters and plates before filling them. If he also is to carve and serve roasts, he will need two 12- by 20-inch hot food insets (either dry heat or steam table), preferably away from the broilers.

Under his work space, he should have an undercounter refrigerator, preferably with self-closing drawers. If the layout requires a tall reach-in refrigerator, its location should be away from the reflected heat of the broiler front. A sink near this station or in the serving counter is a necessity.

The center of the serving battery is the desired location for the main group of openings for pan insets. These should be uniformly 12 by 20 inches to take full or fractional size standard insets. The round openings are too inflexible and out-moded.

At the other end of the serving counter (the sauce cook's station) work top space also is needed along with a sink and, if justified by the menu, an undercounter refrigerator.

Space for refuse containers should be provided either under spreader tops or under the serving counter—not out in the work aisle.

Frequently, chefs demand a bain-marie or open hot water bath for keeping food hot. This is inefficient, space-wasting and inflexible since shallow pans cannot be kept hot, only the lower portions of tall pots can. An electrically heated warmer with thermostatic control is greatly preferred, either set in the battery of cooking equipment (under a wide spreader top), under the serving counter, or free standing at one end of the serving counter or cooking line-up.

The use of a 48-inch high dish-warmer as a shelf in front of the cook's serving counter is also inefficient, requiring an excessive reach for the cook. This dishwarmer should be only 42 inches high (36 inches at the station for self-service of soup).

These lower heights permit the waiters or waitresses to set their trays down in front of the cooks instead of shuttling back and forth to a set-up table. Over the cook's counter, within easy reach of both the cooks and waiters, there should be at least two overhead shelves, the lower one for serving across, the upper for storage of casseroles and other odd plates or platters in frequent use.

Banquet service of hot food always should be divorced from the regular service. A counter top approximately six feet long by three feet wide by three feet high, with an enclosed heated understructure, is sufficient space for



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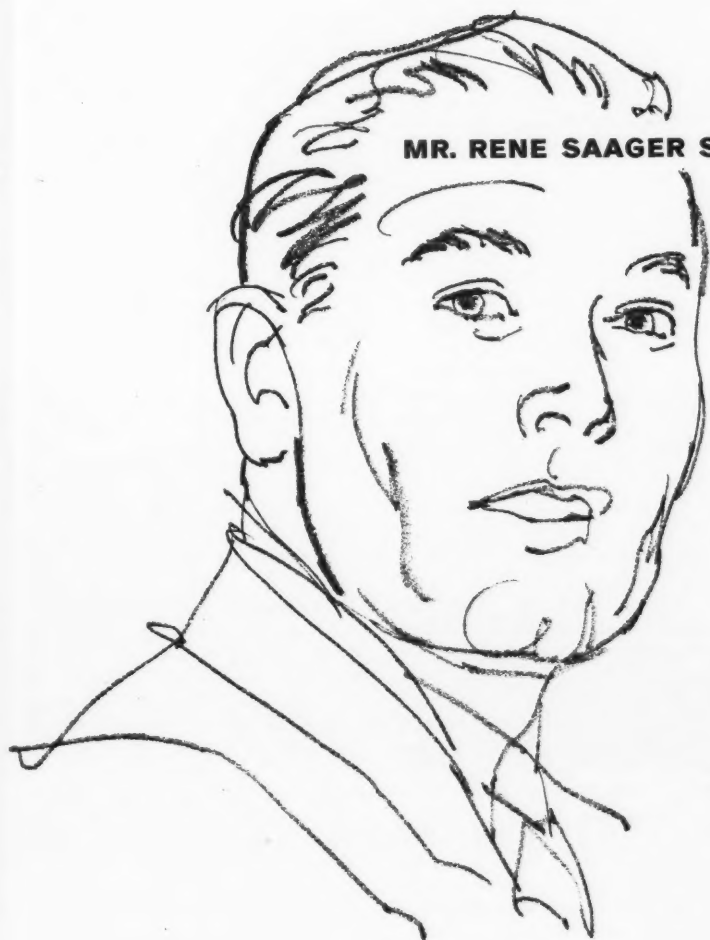
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(Continued on page 181)

## MR. RENE SAAGER SPEAKS UP FOR RIPE OLIVES



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## Country Club "Survey Session" . . .

# Round Table Finds Remodeling Up, So Are Taxes

By Johnson Poor  
Managing Editor

**T**he tremendous number of remodeling projects going on currently in America's private clubs was brought into sharp focus at the country club round table discussion held January 28 at the Denver conference.

What many observers have been saying publicly—that the CMAA-inspired legislation, eliminating the 20 per cent excise tax on capital improvements, has triggered a multitude of remodeling and expansion projects—was borne out statistically by the survey-type session of country club managers prepared and moderated by Manager Charles E. Smith of the Chevy Chase (Maryland) Club.

Of the 189 clubs represented at the session, 128 (more than ⅔) currently had a capital improvements program underway and eight others had one planned for the near future. Surprisingly, seven of the 128 were not taking advantage of the legislation eliminating the 20 per cent tax.

Is this trend toward remodeling as great among the rest of the nation's country clubs as it is among the clubs represented at the CMAA session? It might seem to be, judging by the fact that this question was asked twice during the session—once at the start when only 84 clubs were represented and again at the end when the 189 were in attendance. The percentage held true both times.

Capital improvements was just one of the 20 categories on which statistics were obtained by the effective device of prepared sheets giving the questions, and floor counters aiding Moderator Smith with the tabulation of each question. In a two-hour session the CMAA thus obtained a valuable cross-section survey of country clubs.

A serious problem facing many country clubs was spotlighted as a result of the on-the-spot survey. Of the clubs

represented 86 had experienced a new land tax assessment within the past three years and 51 more are anticipating such an increase in the near future. Many clubs tried to absorb the increase, but 20 were forced to increase dues, three had to make assessments and five had to do both. Significantly, no club sold out and disbanded because of the increase, but one club (which had its tax increased from \$70,000 to \$150,000) moved to an adjoining county (fortunately, only three miles from its former club site).

Of general interest to clubs everywhere was the discovery that 91 of the 189 had experienced an increase in membership while only 26 had a decrease during the past year. The balance remained relatively static. And some 126 retained their past dues structure during the year, 40 increased and 28 planned such an increase in the near future. Sixty-three clubs made an assessment this past year, 11 plan one for the near future. (It should be noted throughout that totals are not always the same because some questions were asked when the session was filling up and the total of 189 had not been

reached, and because not all questions were answered by all clubs represented).

Job contracts for managers is always a controversial subject and it was approached in this year's session on a statistical basis. Of the 189 managers representing clubs, 44 felt that a written signed contract is desirable, although just 34 had such a contract. (Of these 34, 15 had contracts for one year at a time, 19 for more than one year). Some 71 managers had only an oral understanding, but had certain provisions such as manner of pay, vacation and termination notice in writing in the club's official records, while 63 had only an oral understanding.

Fringe benefits for employees was probed by the survey-takers and it was found that 96 per cent of the clubs represented give paid vacations while almost 85 per cent have, in addition, a sick leave understanding. But from that point, fringe benefits a club employe might expect fall off drastically. Only 34 per cent have hospitalization coverage for employees (about the same number also had surgical coverage), and just 22 per cent have life insurance on at least some of the staff (only half of those have all employees covered by life insurance). And when it comes to pension or retirement plans, just six per cent have either or both, although ⅓ of the clubs have a voluntary Christmas bonus for employees.

Probably because of the crackdown by tax officials on the unused portion of the minimum house account, few clubs were using such a system. While four clubs had instituted such a system during the past year, seven clubs reported they had had a minimum house account set-up at one time and had given it up. Only two clubs represented were using the so-called Congressional Country Club system (if a member doesn't spend a specified amount this year his next year's dues are raised).

Moving into the area of food and

(Continued on page 130)

Country club managers were enthusiastic in their praise for the session they had which covered, in survey form, a number of problems.



CLUB MANAGEMENT: MARCH, 1961



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# Costs Are Up in Most City Clubs

East or West, North or South, wherever clubs are located they are faced with the problem of rising costs without price increases. Ideas on how to solve this problem highlighted the city club round table discussion at the Denver conference.

With Dave Ripper, Detroit Club, and Hans Rawe, Columbus (Ohio) Athletic Club, setting the pace as co-moderators, the discussion got off to a fast start with Mr. Rawe relating how the use of automation and electronic devices can save a club handily on labor costs.

For example, at the Columbus A. C. a new automated dishwasher, which was installed eight months ago, has cut the labor force from nine to three persons, has reduced breakage, and Mr. Rawe estimates the machine will pay for itself in three years.

Thomas C. McGuffey, Missouri Athletic Club, St. Louis, explained how his club purchased the IBM equipment they formerly rented and the resulting saving in cost and the reduced payroll will enable his club easily to pay for the equipment. When asked if any club can use IBM equipment, he qualified his recommendation to include only those clubs that have an adequate volume, adding that his total membership in all classifications is about 5000. With the IBM equipment he is able to get a great deal of information about the club income from members.

Several ideas were volunteered on how to overcome increased costs with-

By Wesley H. Clark  
Editor

out a dues increase. One manager related how at his club a new union contract caused a \$60,000 labor cost increase. His club could not increase dues because they had been raised only a short time before. His club's answer to this problem was: first, a per person charge was added to the dining room, bringing in an additional \$25,000 annually with no loss in business; second, ten sleeping rooms were converted to much needed dining rooms and a \$5 charge placed on all private dining rooms; third, a sleeping-room survey indicated their rates were too low so an increase of \$2 was made resulting in a \$16,000 annual increase in revenue; fourth, bar prices were raised 15 per cent to 85 cents per drink, with no word of complaint from members. Result, the labor cost increase was met without a dues increase.

Other managers offered similar suggestions, and Mr. Ripper reported that at the Detroit Club an analysis of meal checks in private rooms revealed a low cover so a \$3 minimum was added, which now includes the former room charge. This resulted in a lower labor cost. At the Detroit Club drink prices also were raised, from 85 to 90 cents, with no notification to members, and yet there were no complaints. It was

the consensus that members in most cases do not know what a club's drink prices are, and care less.

A staff meeting, it was agreed, is one of the best methods of communicating, with employees, but the regularity of holding them seemed to be one of the chief problems confronting most managers. It was agreed staff meetings shouldn't be held just to be holding them, but only when needed, and they are an excellent manner of familiarizing staff members not only with the responsibilities of jobs of other employees, but with their own jobs in particular.

A "Restaurant Panel" has been set up at the California Club in Los Angeles by Manager Thomas Burness. The panel consists of Mr. Burness, his chef, maitre d, steward, etc., and meetings are held twice monthly. One member serves as a secretary and everyone in the restaurant department gets a copy of the minutes of each meeting. In this manner they are made aware of problems in their department, losses, etc., which has created a tremendous amount of personal interest by every employee.

Two types of staff meetings are held at the Union League of Philadelphia by Daniel M. Layman. Each morning the restaurant group meets to forecast menu items and review sales. Once weekly a meeting is held with the service personnel to discuss problems, because Mr. Layman has found this is an excellent method of determining sore spots before they develop. The main points of contact in any club, he said, are the doormen and telephone operators. Keep them informed and you'll avoid trouble.

It was agreed that at the end of a staff meeting it is wise to ask department heads to openly discuss all problems, and a manager should ask for ideas, all of which will lead to good team work.

Club members shouldn't go to their clubs if they want to diet, it was agreed, and the members themselves have proved this theory by the menu items they generally order. A low calorie menu is more a topic of conversation than something from which a member will order, and there seems to be such

(Continued on page 131)

Discussing city club problems and trying to find the right answers kept these managers' attention riveted to the remarks of the co-moderators.





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# WINE Pressings



by Henry O. Barbour



## Wine Tasting at CMAA Conference

Denver's Brown Palace Hotel was the scene of a tasting of French, New York State and California wines as the prelude to the 34th annual conference of CMAA on January 25.

The 11 wines presented are distributed under the Gold Seal Vineyard's banner. This past year, after 95 years of producing and selling New York State wines, Gold Seal went international, becoming distributors of Caves Maxim's de Paris and Buena Vista Vineyards of Sonoma, California. It chose the CMAA conference as the place for the first combined showing of these lines!

The tasting was subtitled "personality wines" because a different man has played the major role in the development of each of the divisions:

The Maxim's de Paris wines are all selected personally by M. Louis Vaudable, owner of the famed Maxim's Restaurant, 2 Rue Royale, Paris, from the best product of a number of growers, to provide French regional wines of distinction that are true prototypes or

authentic products of the country's finest "name" vineyards. Featured were four examples of the marvelous 1959 vintage.

The New York State wines were from the home vineyards of Gold Seal at Hammondsport in the Finger Lakes region of New York. The result of over 20 years experimentation with strains of the mother grapes from the champagne regions of France, they were developed by Charles Fournier, formerly chief wine maker for the Champagne Veuve Cliquot-Ponsardin, Reims, France.

Frank Bartholomew, president of The United Press, has been responsible for the restoration and advancement of the fine old Buena Vista Vineyards in Sonoma. Originally the home of Agoston Haraszthy, the "father of modern California viticulture," the winery and storage tunnels were destroyed almost completely by the great earthquake of 1906. The vineyard produced no more wines until the mid-forties, when Mr. Bartholomew acquired the acreage and restored the

original buildings.

Instrumental in the association of the three lines was George Barral, who was host of the tasting.

Notes from the tasting list:

### White Wines

1. **POUILLY FUISSE 1959** (Caves Maxim's de Paris): A fine regional white wine from the southern section of Burgundy. This sturdy, fresh, pale gold wine with a greenish tinge is best when drunk within five years of vintage. Note the slight floweriness and the smooth finish.

2. **CHASSAGNE MONTRACHET 1959** (Caves Maxim's de Paris): Famed for their dryness without hardness, the white wines of Chassagne have a little floweriness, though usually without the hint of sugar in the aftertaste found in this exceptional year. It should be very long lived.

(Continued on page 128)



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This picture, taken last fall, shows John Brennan looking at a special party display book at Davis-Monthan AFB, Tucson, with Lt. Col. Stanley E. Hall, club secretary.



Former CMAA President Daniel M. Layman (left) congratulates Lt. Col. Stanley E. Hall on his winning SAC officers club while M/Sgt. Irwin Barker looks on.



Dan Layman congratulates T/Sgt. Elbert Vaughn of Forbes AFB on his winning NCO club in the SAC contest.



A highlight of one of the luncheons was the presentation by the CMAA of incentive awards to the winning Strategic Air Command officers club and non commissioned officers club. Shown here, front row, from the left: T/Sgt. Elbert Vaughn; Capt. E. B. Owens; Maj. Richard Davis; John Outland; Col. Stanley E. Hall; and M/Sgt. Irwin Barker. Back row, from the left: Maj. W. A. Shirey; Capt. E. V. Buckingham; M/Sgt. D. D. Nelson; Dan Layman; John Brennan; and Joe Donaghue.

## Report of the Tour Of Strategic Air Command Clubs

By John T. Brennan, Chairman  
CMAA Incentive Award Team

In January, 1959, the Strategic Air Command approached the Club Managers Association of America to enlist its cooperation in upgrading the officers' club and the non-commissioned officers' clubs in the Command. A program was to be developed to help the Command achieve the "country club" atmosphere desired by the Chief of Staff, United States Air Force, and previously established as a goal for all SAC clubs.

In order to do this, several steps were taken. First, SAC headquarters, Offutt Air Force Base, Omaha, initiated a "Club of the Year" contest within the Command, which ran for six months. Each month every club in the Command within the continental limits of the U.S. was graded on its performance. The best officers' club and non-commissioned officers' club in each of the three numbered forces (the 8th, 2nd and 15th) were selected to enter the final stage of the competition—the final stage being an evaluation of these clubs by a team of club managers appointed by Kenneth Meisnest, then president of the Club Managers Association of America. This team consisted of myself, Joseph J. Donoghue, manager

of Losantiville Country Club, Cincinnati, and John G. Outland, then a director of CMAA and manager of Dallas Country Club.

This team, along with representatives of the SAC numbered Air Forces and three representatives from SAC headquarters in Omaha, formed the team. The representatives were: Colonel H. A. McDaniel, Jr., Chief, Personnel Services Division, Headquarters SAC, Offutt AFB, Nebraska; Major R. L. Davis, Chief, Clubs & Fund Mgt Branch, Headquarters SAC, Offutt AFB; Captain E. V. Buckingham, Open Mess Officer, Headquarters SAC, Offutt AFB; Major J. A. Hindsley, Chief, Clubs & Funds Mgt. Branch, Headquarters Eighth Air Force, Westover AFB, Massachusetts; Major W. A. Shirey, Chief, Clubs & Funds Mgt Branch, Headquarters Fifteenth Air Force, March AFB, California; Captain E. B. Owens, Chief, Open Mess Branch, Headquarters Second Air Force, Barksdale AFB, Louisiana.

This group started on a tour of the clubs to be evaluated on October 24, 1960. The first stop was at Lockbourne Non-Commissioned Officers' Club, Lockbourne Air Force Base, Columbus, Ohio; the second, Hunter Officers' Club, Hunter Air Force Base, Savannah, Georgia; the third, Altus Officers' Club, Altus Air Force Base, Altus, Oklahoma.

The fourth, Forbes Non-Commissioned Officers' Club, Forbes Air Force Base, Topeka, Kansas; the fifth, Davis Monthan Officers' Club, Davis Monthan Air Force Base, Tucson, and the last, Beale Non-Commissioned Officers' Club, Beale Air Force Base, Marysville, California.

The group departed from Beale Air Force Base on October 30, 1960, for SAC headquarters at Offutt Air Force Base, where the group met with Major General W. K. Martin, director of personnel for SAC, and enjoyed the hospitality of the officers' club at Offutt, managed by Major J. M. Anderson, CMAA member.

The team flew 6400 miles in six days

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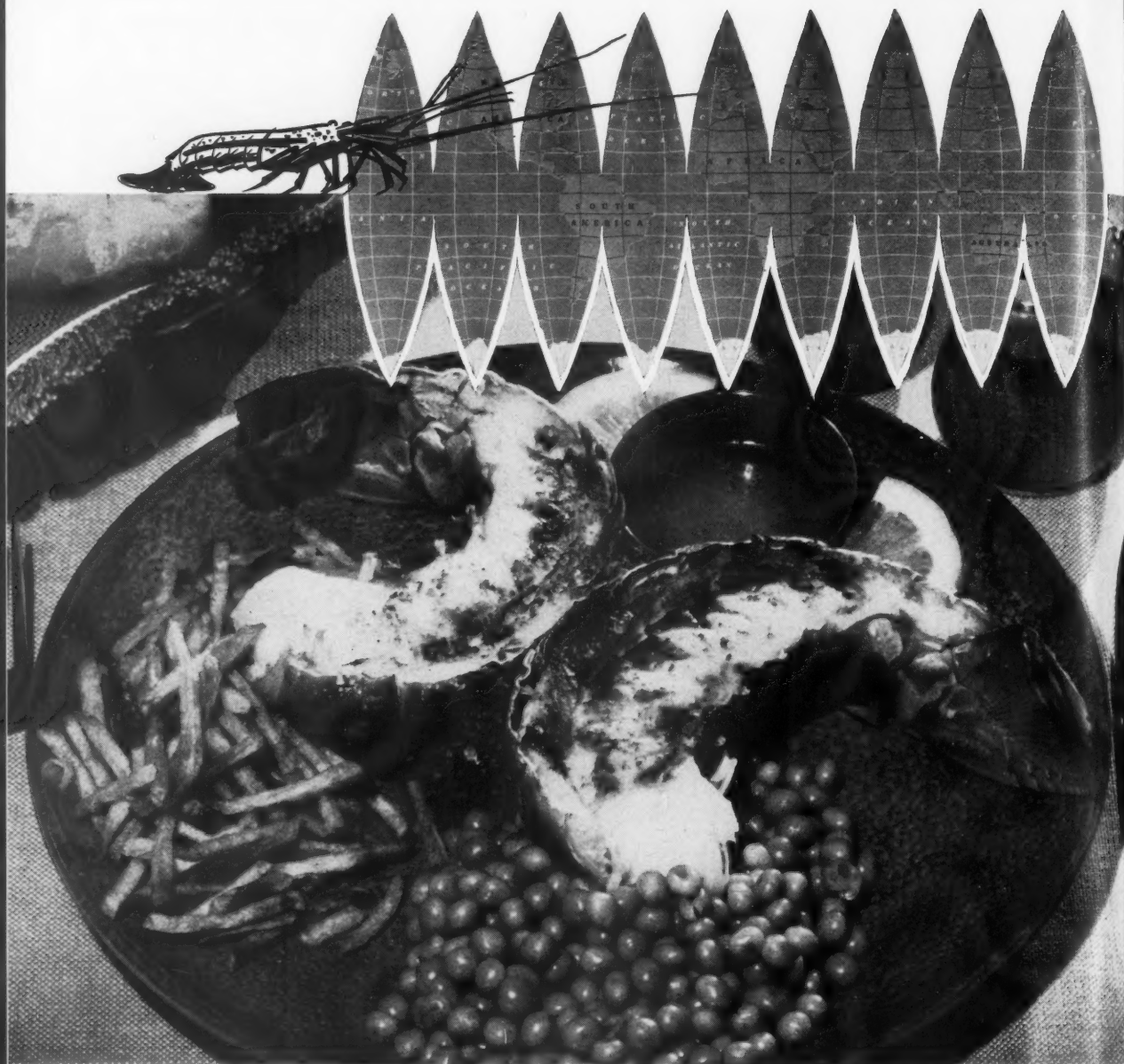
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and were privileged to fly with a fine team from SAC headed up by Major A. J. Neiman, pilot; Major J. E. Cartwright, co-pilot; and Captain F. L. Darrell, navigator.

Judging the clubs and selecting one of each three was no easy task for the team. Each of the six clubs inspected was a top club in the numbered Air Force concerned and there was very little difference in the standings at the conclusion of the judging.

The evaluation of the clubs was based upon the following points: management control system (previously established by SAC), club general, food operation, and bar operation.

We found all six clubs physically attractive and capably managed. They were subject to more stringent controls than their civilian counterparts, and civilian clubs would do very well in considering the possibility of installing and using many of the management tools employed by SAC clubs.

Winners were: Davis Monthan Officers' Club and Forbes Non-Commissioned Officers' Club.

A permanent trophy was presented by CMAA to each of these clubs at the Denver conference in January. In addition to these trophies, a rotating trophy was presented to the winning club which it will keep for one year.

We were impressed with many things on our tour including:

- (a) the insight our military group had of the club business in general when we take into consideration the fact that the men's experience in the club field has been limited to the time they have been assigned to this particular phase of the service,
- (b) their dedication to club work which probably will not be their last assignment in the service,
- (c) the modern club facilities that would be the envy of most clubs in the country, as well as the layout, equipment and service offered to members,
- (d) the enthusiasm and dedication of the people in charge of each club (an important factor in our decisions),
- (e) the system of controls on food, beverage, labor and other costs—which were viewed by some as being too lengthy, not always necessary and above all, costly but in the opinion of the judges, a necessary management tool for successful operation.

In conclusion, it is our hope that SAC will continue to enlist the support of CMAA in this mutually beneficial program. ■ ■

## Meeting of Military Club Managers

By Major J. W. Briggs  
Eglin Air Force Base, Florida

Military members of the CMAA met together during the 34th annual conference in the Denver Hilton. It was the first such meeting at a CMAA conference.

Major discussion centered around the recognition given the Strategic Air Command by the CMAA and desirability of having this same recognition extended to the entire armed services. It was agreed unanimously that CMAA enlist the support of the Pentagon to

encourage club manager members of the armed forces to join their local chapters of CMAA.

Problems of management were discussed and ideas of conducting various functions at the different clubs were exchanged.

Army, Navy and Air Force personnel were represented at this meeting. The success was so evident that the national conference chairman will be requested to schedule a similar forum at the 1962



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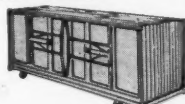
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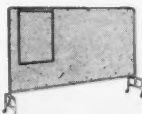
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Miami conference and advertise the program far in advance to encourage greater participation.

Those in attendance were encouraged to impress on their governing boards and Commanders the importance of being recognized as member of the CMAA. Through this relationship and the available educational programs, the standards of military clubs can be raised to the level of their civilian counterparts.

Members attending were: Lt. Col. Harold Persson, Luke AFB, Ariz.; Lt. Col. S. E. Hall, Davis-Monthan AFB, Ariz.; Lt. Col. Frederic S. Hill, Ft. Sill, Okla.; Maj. J. M. Anderson, Offutt AFB, Neb.; Maj. R. L. Davis, Hq., SAC, Offutt AFB, Neb.; Maj. F. E. Frazer, Mather AFB, Calif.; Maj. Edward Snyder, Ent AFB, Colo.; Capt. E. B. Owens, 2nd AF, Barksdale, La.; Capt. E. V. Buckingham, Hq., SAC, Offutt AFB, Neb.; C/Mst. W. J. Hutcheson, Hickam AFB, Hawaii; S/Mst. D. D. Nelson, Hq., 8th AF, Westover AFB, Mass.; M/Sgt. F. F. Dunsmoor, APO 864; M/Sgt. I. B. Banker, Davis-Monthan AFB, Ariz.; T/Sgt. E. E. Vaughn, Forbes AFB, Kan.; T/Sgt. (Ret.) J. C. Gomez, Spence AFB, Ga.; O. L. Farlow, USN (Ret.), Pearl Harbor, Hawaii; and R. C. Schenck, Hq., ATC, Randolph AFB, Tex. ■ ■

## Petroleum Club Managers Meet



A small but alert group of petroleum club managers (shown above) formally met for the first time at the 34th annual CMAA conference in Denver on Saturday morning at the Petroleum Club with Finn Peterson, manager, as host.

Lynn Markham, who was moderator for the meeting and who is manager of the Petroleum Club in Oklahoma City, reported, "There are 29 petroleum clubs represented in the CMAA, and these clubs serve one of the wealthiest, one of the most productive and one of the most important seg-

ments of our nation's industry. All of these clubs have reciprocal agreements, so it makes sense to meet together to analyse mutual problems."

Seven mutual problems were on the agenda to be discussed: reciprocal contracts, guest cards including introductory cards and the definition of guest privileges, methods of charging, tipping, method of billing reciprocal members, method of billing reciprocal clubs and obligations as managers to the members of reciprocal clubs.

The meeting closed with a general discussion and a question and answer period. ■ ■

## Greetings From the Club Managers' Association Of Southern California

### Heads CMAA

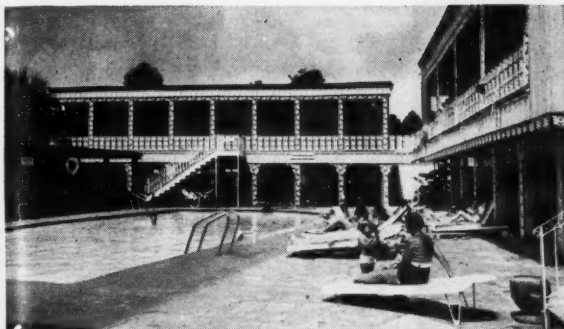
(Continued from page 26)

Barbour; Royce Chaney, Northwood Club, Dallas; J. William Connor, Statler Club, Cornell University, Ithaca, New York; and Claude W. Galloway, Waverley Country Club, Portland, Oregon.

Assuming more responsibility each year for conference sponsors and guidance of the host chapter, the National Conference Committee was headed by Vice President Brennan, with Mr. Barbour and Harry J. Gray, co-chairman of the 1959 conference and manager of the Edgeworth Club, Sewickley, Pennsylvania, serving as committee members.

The Mile High Chapter, headed by President Finn Peterson, Denver Petroleum Club, and Laurice T. Hall, Pinehurst Country Club, secretary, and aided by all members, provided a site, accommodations, food and a social program that proved a formula for a conference which will be remembered as one of the best in the history of the association. ■ ■

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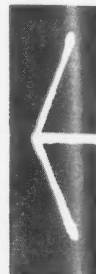
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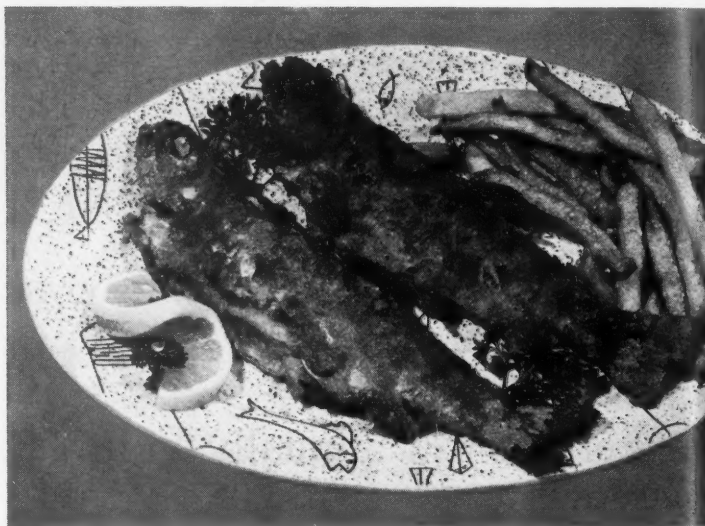
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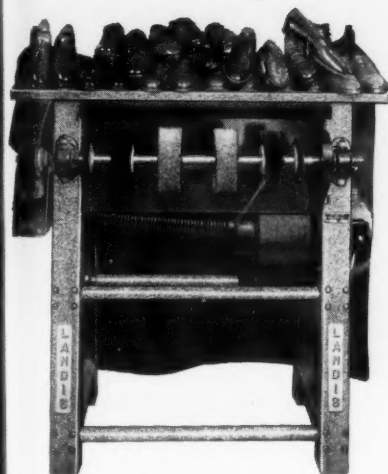
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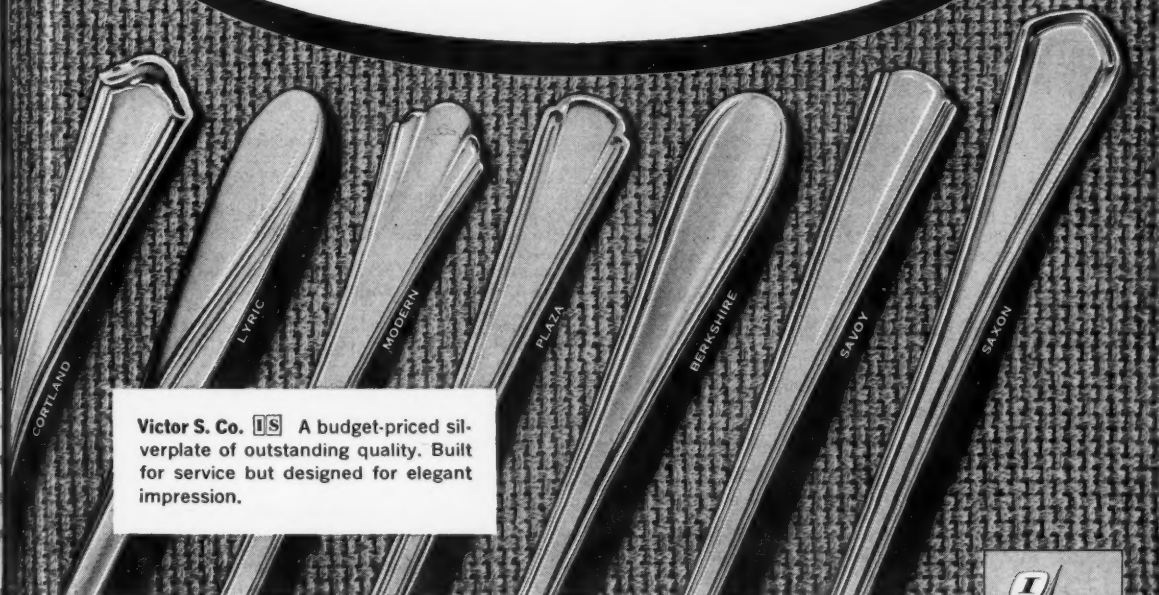
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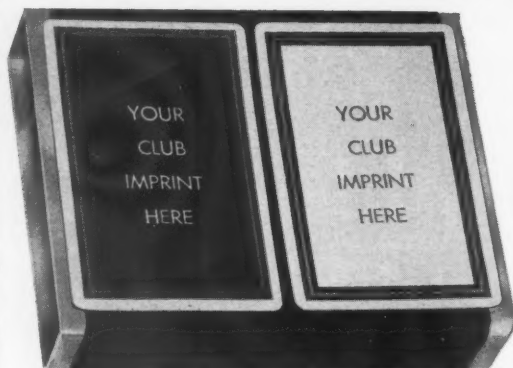
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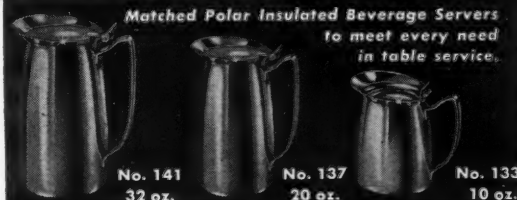
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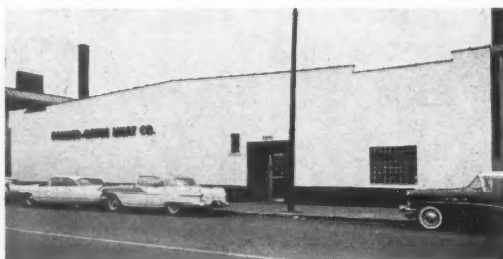
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Knapp, Marie L., Sulgrave Club, 1801 Massachusetts Ave., Washington.  
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Knowles, Jr., Robert R., Petroleum Club, Hilton Hotel, Fort Worth.  
Knox, Milton L., Elks Club, S. E. 3rd & Byers Ave., Pendleton, Ore.  
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Lang, Harold, Racquet Club, Hotel Sinton, Cincinnati 2.  
Lang, Miss Zola M., (A) 2120 E. Charleston Blvd., Las Vegas.  
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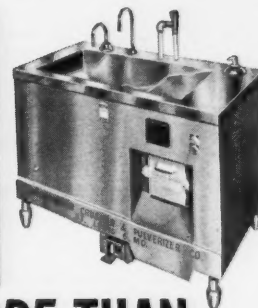
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Morgan, Robert E., Westbrook C. C., Springmill Rd., Mansfield, Ohio.  
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Morrison, William P., Silverado C. C., 1600 Atlas Peak Rd., Napa, Calif.  
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Mowery, Van Buren, Box 8051, Guilford College Branch, Greensboro, N. C.  
Moyer, Norman O., Arlington Club, 811 S. W. Salmon St., Portland 5, Ore.  
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Mullican, E. Newton, Muskogee C. C., Box 1048, Muskogee, Okla.  
Mullins, John, Elks Club, 522 N. Harrison St., Rushville, Ind.  
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Nagy, Laszlo L., Deepdale G. C., Box 353, Manhasset, N. Y.  
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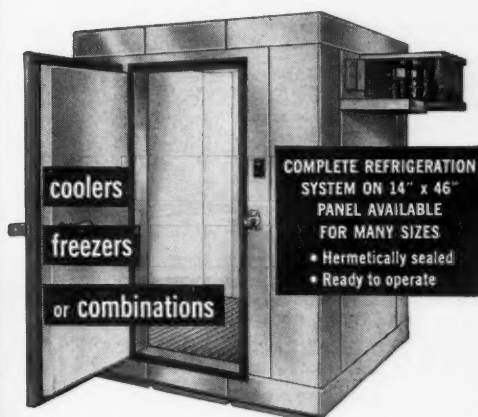
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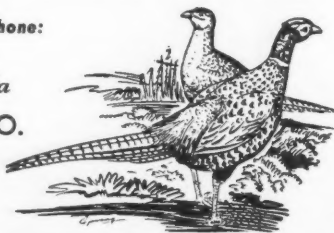
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O'Reilly, James J., Wichita Falls C. C., 1701 Hamilton Blvd., Wichita Falls, Tex.

Orgera, Louis V., 1734—3rd St., Sarasota, Fla.

Oremus, Charles R., 836 Bougainvillea, Lehigh Acres, Fla.

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P

Page, Roy W. (A), 2912—3rd Ave., S., Great Falls, Mont.

Painton, A. Kenneth, Union Club, 8 Park St., Boston.

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Peach, Miss Ruth A., Seattle Tennis Club, 922 McGilvra Blvd., Seattle.

Peacock, W. H., Loyal Order of Moose, 921 W. Sprague Ave.,

Spokane, Wash.  
 Pearce, James D., Binghamton Club, 83 Front St., Binghamton, N. Y.  
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 Pech, Zygmunt A., Dallas Club, 1713 Pacific, Dallas 1.  
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 Rood, Raymond E. (A), Northwood Inn, 2593 Woodward, Berkeley, Mich.  
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 Smith, Lowell S., 8100 E. Jefferson, Apt. 209A, Detroit 14.  
 Smith, Roy C., Montecito C. C., Box 1170, Santa Barbara, Calif.  
 Snell, George T., Ambassador A. C., 145 S. Fifth, E., Salt Lake City.  
 Snyder, Edward W., Ent Officers' Open Mess, Ent AFB, Colorado Springs, Colo.  
 Snyder, Mrs. Virginia H., Shawnee C. C., Box 1574, Shawnee, Okla.  
 Sollars, James E., Bond Aire Club, 284 E. Bond Rd., Las Vegas, Nev.  
 Sommerfield, Phillip H., Ames G. & C. C., Ames, Iowa.  
 Souchon, August, Hill Crest Club, 3621 N. Chester, Indianapolis.  
 Southwell, Robert G., Glengarry C. C., 8665 Hill Ave., Holland, Ohio.  
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 Speldrich, Fred K., Suburban G. C., P. O. Box 1278, Union, N. J.  
 Sperlak, George W., Amarillo C. C., Box 3295, Amarillo, Tex.  
 Spillane, Thomas J., Missouri A. C., 405 Washington Ave., St. Louis 1.  
 Spoldi, Gene, U. C., Milwaukee, Wis.  
 Sprinzing, William, Germantown Cricket Club, Manheim & Morris Sts., Philadelphia 44.  
 Sroka, John J., Tamarack C. C., Locust Rd., Greenwich, Conn.  
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 Stathakis, Nick P., Westridge C. C., 4601 Club Rd., Westwood Addn., Little Rock.  
 Steel, Paul P., C. C. of Harrisburg, Box 497, Harrisburg, Pa.  
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 Taylor, George A., 2244 N. Bolton Ave., Indianapolis 18.  
 Taylor, Jack, Pepper Pike Club, 2800 SOM Center Rd., Cleveland 24.  
 Taylor, James R., Capital City Club, 7 Harris St. N. W., Atlanta.  
 Teel, Harold G., Maketewah C. C., 5401 Reading Rd., Cincinnati.  
 Tenaille, Bernard, Valle Arriba G. C., Apartado Postal 4406, Las Mercedes, Edo Miranda, Venezuela.  
 TenBroeck, David L., York Club, 91 Dutton St., Lowell, Mass.  
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 Terhune, Donn L., 4058 Ferrara St., Jacksonville, Fla.  
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 Thatcher, Eleven L., Stock Exchange Club, 618 S. Spring St., Los Angeles 14.  
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 Thieme, Otto W., Bethlehem Club, Bethlehem, Pa.  
 Thode, Charles, 2951 Calderwood Lane, #52, Sacramento, Calif.  
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 Thomas, Walter E., Colemere Club, Murfreesboro Rd., Nashville.  
 Thompson, Bernard B., C. C. of Maryland, 4802 Pilgrim Rd., Baltimore.  
 Thompson, Bryant N., Fort Worth Club, Fort Worth.  
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 Thompson, Jack H., Canadian Legion Branch #2, 40 Begbie St., New Westminster, British Columbia, Can.  
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## U

Umbenhaur, Rex E., Comm. Officers' Mess (Open), U. S. Naval Academy, Annapolis, Md.  
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 Vorhies, John R., Odessa C. C., Box 1029, Odessa, Tex.  
 Voulpos, John S., Lancaster C. C., Box 193, Lancaster, Pa.

# W

Wagman, Raymond A., Racine C. C., 2801 Northwestern Ave., Racine, Wis.  
 Wagner, L. William, Red Run G. C., Royal Oak, Mich.  
 Wagner, S. K., Germania of Saginaw, 4075 Shattuck Rd., Saginaw, Mich.  
 Wahl, Philip R., Iverness Club, 4601 Dorr St., Toledo, Ohio.  
 Wakefield, Walter W., Pine Bluff C. C., 4800 S. Cherry St., Pine Bluff, Ark.  
 Waldron, John H., U. C., 123 University Place, Pittsburgh 13.  
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 Walker, L. Ray, Ardmore Petroleum Club, P. O. Box 1163, Ardmore, Okla.  
 Walker, Raymond F., Advertising Club, 23 Park Ave., New York 16.  
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 Wall, Arnold J., Riviera C. C., Box 34-850, Coral Gables 34, Fla.  
 Wallace, Charles C., Harvard Club, 374 Commonwealth Ave., Boston.  
 Wallace, Frank A., Harvard Club, 2717 S. Harvard Ave., Tulsa.  
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 Waller, John C., Barton Hills C. C., Barton Dr., Ann Arbor, Mich.  
 Wallner, Herman, 67 Sagamore Rd., Island Park, L. I., N. Y.  
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 Warren, W. G., 490 La Rue Ave., Reno, Nev.  
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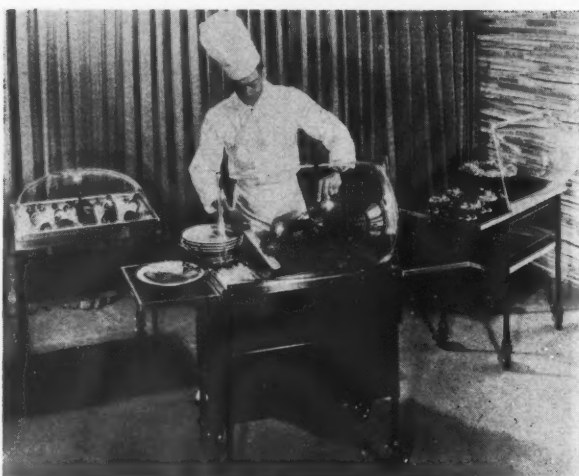
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Wiggins, Robert J., C. C. of Columbus, Box 1339, Columbus, Ga.  
Wilhelm, Armand A., Billings Petroleum Club, Northern Hotel Bldg., Billings, Mont.  
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Willard, Paul N., 5496 E. Grant Ave., Fresno 2, Calif.  
Williams, Harry, 2620 Wilbur St., Clear View, Dallas 33.  
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Winter, Carl, Harbor Club, Norton Bldg., 2nd & Columbia, Seattle 4.  
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Woeller, Emile F., Preakness Hills C. C., 1050 Ratzer Rd., Wayne, N. J.  
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Wood, Mrs. Louise H., Texas Club of Dallas, Inc., 5646 Milton, Dallas.  
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Wooddell, William C., U. C. of Akron, 105 Fir Hill, Akron 4, Ohio.  
Woods, Richard, Brooklyn Club, 131 Remsen St., Brooklyn 1, N. Y.  
Woolf, Richard, (Address Unknown).  
Worth, Adolf, W., (A.), 355 E. 88th St., New York 28.  
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## Z

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 Zagone, Alex J., Olympia Fields C. C., 203 South Western Ave., Olympia Fields, Ill.  
 Zawisza, Jerzy, U. & Whist Club, 805 N. Broom St., Wilmington 6, Del.  
 Zeller, Edward, Brentwood G. & C. C., Brentwood Parkway, Brentwood, N. Y.  
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 Zigur, John I., Scarboro G. & C. C., 321 Scarboro Golf Club Rd., Scarboro, Ontario, Can.  
 Zirkle, Ronald L., Waverley C. C., 1100 S. E. Waverley Dr., Portland 22, Ore.  
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Chicago, Hotel Sherman .....Jan. 24-27, 1927  
 Detroit, Hotel Statler .....Feb. 22-24, 1928  
 Cleveland, Hollenden Hotel .....Mar. 5-6, 1929  
 New York, Hotel Astor .....Nov. 12-13, 1929  
 Pittsburgh, Hotel Wm. Penn .....Feb. 23-26, 1931  
 Philadelphia, Hotel Warwick .....Feb. 18-20, 1932  
 Chicago, Hotel Sherman .....Feb. 28-Mar. 1, 1933  
 Kansas City, Mo., Hotel Kansas Citian .....Mar. 5-7, 1934  
 Cincinnati, Hotel Netherland Plaza .....Mar. 4-7, 1935  
 New York, Waldorf-Astoria Hotel .....Jan. 14-16, 1936  
 Indianapolis, Severin Hotel .....Feb. 15-18, 1937  
 Memphis, Hotel Peabody .....Jan. 18-20, 1938  
 Denver, Brown Palace Hotel .....Feb. 4-8, 1939  
 Detroit, Hotel Statler .....Feb. 27-29, 1940  
 Buffalo, Hotel Statler .....Mar. 9-13, 1941  
 Chicago, Drake Hotel .....Mar. 4-7, 1942  
 St. Louis, Hotel Jefferson .....Feb. 13-15, 1944  
 Cincinnati, Hotel Gibson .....Mar. 10-13, 1946  
 New York, Hotel Pennsylvania .....Feb. 16-19, 1947  
 Minneapolis, Hotel Radisson .....Mar. 14-17, 1948  
 Detroit, Hotel Statler .....Feb. 6-9, 1949  
 Seattle, Olympic Hotel .....Mar. 12-15, 1950  
 Dallas, Baker Hotel .....Feb. 4-7, 1951  
 Chicago, Edgewater Beach Hotel .....Feb. 10-13, 1952  
 Cleveland, Hotel Cleveland .....Feb. 8-11, 1953  
 Atlanta, Atlanta-Biltmore .....Feb. 7-10, 1954  
 Philadelphia, Bellevue-Stratford .....Feb. 9-12, 1955  
 Los Angeles, The Ambassador .....Jan. 18-21, 1956  
 New York, Hotel Commodore .....Feb. 13-16, 1957  
 St. Louis, Sheraton-Jefferson .....Feb. 12-15, 1958  
 Houston, Shamrock-Hilton .....Feb. 18-22, 1959  
 Pittsburgh, Penn-Sheraton .....Jan. 20-24, 1960

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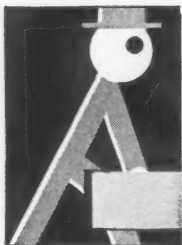
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## TRUMPING THE CLUBS

New manager of the Rockford (Ill.) Country Club is Frank L. Roberts, who, for the past two years had been assistant general manager of the San Marcos Hotel, Chandler, Ariz.

Mr. Roberts previously was manager



Frank L. Roberts

of Westmoreland Country Club, Wilmette, Ill., where he served for eight years. He will assume his new duties immediately.

★ ★ ★

On February 1 Harold G. Deitrich assumed his duties as manager of the Santa Fe Hills Golf and Country Club, Kansas City, Mo. His wife, Betty, will help him in his new job.

Mr. Deitrich began his food service career in 1945 with the Statler system and while with them attended Cornell University where he received a certificate from the hotel and restaurant school. Later he attended and received certificates from two other schools.

His previous hotel and club experience includes hotels in Kansas and Iowa, where in 1958 he was selected by the Junior Chamber of Commerce as "Man of the Year" in Esterville, Iowa. He was manager of the Leavenworth (Kans.) Country Club.

★ ★ ★

Paul W. Kaub has been appointed assistant manager of the Des Moines (Iowa) Club, where Frank Dowie, Jr., is manager.

Alfred L. La Monte has resigned as manager of the Midlothian (Ill.) Country Club to accept the position of manager of Edgewood Valley Country Club, La Grange, Ill.

Mr. La Monte, former vice president and director of the Chicago District Chapter of CMAA, has been at Midlothian for seven years and prior to that was manager of Sunset Ridge Country Club, Winnetka, Ill., for 11 years.

★ ★ ★

Gordon High has been appointed manager of the El Paso (Tex.) Country Club, having formerly been manager of Shady Oaks Country Club, Fort Worth.

Mr. High is a member of long standing of the CMAA and previously managed the University Club of Lincoln, Nebr., the Fort Sill (Okla.) Officers Club and the La Jolla (Calif.) Country Club.

★ ★ ★

Douglas Wallin, who has been assistant manager of the Janesville (Wis.) Country Club for a year and a half, has been named manager, succeeding Richard A. "Dick" Henry. Mr. Henry resigned from the club to become manager of the new San Luis Obispo (Calif.) Country Club.



Christopher Murphy

Christopher "Chris" Murphy, formerly manager of the Algonquin Golf Club, St. Louis, for four and a half years, has joined the Thomas J. Deegan Co., Inc., public relations counselors, as an executive assistant to the president of the company.

Before assuming management of the Algonquin Golf Club, Mr. Murphy had spent ten winters as assistant manager of the Everglades Club, Palm Beach, Fla.; three summers as manager of the Bath and Tennis Club, Spring Lake, N. J.; and a season as manager of the Schuylkill Country Club, Orwigsburg, Pa.

In 1957-1958 Mr. Murphy was president of St. Louis District Chapter of CMAA. He was a member of the executive committee and chairman of publicity and displays for the 1958 national conference. In 1959 he won a conference award in the publicity and promotion for medium-sized country clubs category. He served as regional director that year. Mr. Murphy will remain an associate member of CMAA.



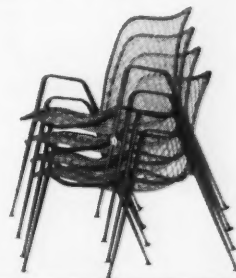
Seated at the head of the table during the A.H.A. Supervisory Development Program, given January 7-8 at the Culinary Institute of America, New Haven, Conn., under the sponsorship of the Food Service Executives Assn. (Connecticut Branch) were: Joseph P. Tonetti, manager of New Haven Country Club and president of the Connecticut Branch of F.S.E.A., and Elizabeth Williams, personnel consultant for the Hotel Assn. of New York City and instructor of the program. Others attending included Paul H. Brown, manager, Brooklawn Country Club, Bridgeport, and Paul Fairbrook, dean, Culinary Institute. The purpose of the course was to give the supervisor the tools for instructing, inspiring and achieving better work from his employees.

CLUB MANAGEMENT: MARCH, 1961



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WHAT'LL YOU HAVE? PAVILION.  
OF COURSE!



Shady Oaks Country Club, Fort Worth, where Donald P. Robinson is manager, featured this "table of plenty" in the front lobby of the clubhouse during the 1960 holiday season.

Donald P. Robinson reports that in April he will have been general manager of Shady Oaks Country Club, Fort Worth, for a year. Mr. Robinson formerly was associated with the Fort Worth Boat Club.

Shady Oaks' facilities include an 18-hole and nine-hole golf course, a heated swimming pool and tennis courts.

★ ★ ★

Morris Adler, formerly manager of the Warrington Golf and Country Club, Philadelphia, has accepted the position of wine steward for the Benjamin Franklin Hotel in the same city. Mr. Adler also has managed Ashbourne Country Club in Philadelphia.



Charles R. Bangs

Charles R. "Chick" Bangs has been named manager of the new Mid-America Club, Chicago, which is scheduled to open the middle of April, according to a report from Harold A. Moore, president of the club.

Mr. Bangs has been associated with the Oak Park (Ill.) Country Club, Northmoor Country Club, Highland Park, Ill., and Bloomfield Hills (Ill.) Country Club.

The new Mid-America Club will be located on the 39th floor of The Prudential Building. The million-dollar quarters, which are designed to command a panoramic view of the city and Lake Michigan from all the rooms, will have facilities of a wine cellar, main luncheon and dining room, a lounge and grill with a "board walk" promenade along the window wall, a cocktail garden room, eight private dining rooms, a ladies' luncheon and dining room, and men's bar.



Paul P. Steel

Paul P. Steel is the new manager of the Country Club of Harrisburg, Pa. For the past three years he was manager of the Mentor Harbor Yacht Club, Mentor, Ohio, and before that was in hotel work. Mr. Steel is a graduate of the University of Delaware.

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Willard Steger

Willard "Red" Steger has been named manager of the River Oaks Country Club, Houston, and assumed his new duties the first of the year. For the past six years he had been manager of the Corpus Christi (Tex.) Country Club.

A member of the Texas Lone Star Chapter and the CMAA, Mr. Steger has been in club business in Texas for many years. He was former manager of Oak Hills Country Club, San Antonio, and the Abilene (Tex.) Country Club.

★ ★ ★

John A. Roberson, formerly assistant manager of Vestavia Country Club, Birmingham, Ala., assumed management of the Greenville (Miss.) Country Club February 1. Membership of the club is 425.

★ ★ ★



Displaying the champion steer purchased by Cherry Hills Country Club at the National Western Stock Show held in January in Denver are, from left to right: Richard H. Cooper, chairman of the house committee of the club; Horace G. Duncan, manager of the club; Gene Mapelli, buyer; and Ed Lyon, executive secretary of CMAA, who was attending the 34th annual conference in Denver at this time. Cherry Hills is in the process of an extensive remodeling program but is continuing operation and is featuring prime beef selections in the men's grill and ladies' cocktail lounge. After the stock show the steer was on display at the front entrance to the clubhouse in a specially constructed pen. The steer weighed 1055 pounds and sold at \$45 per hundred weight.



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The recently completed San Luis Obispo (Calif.) Country Club, where Richard A. Henry is manager, was featured in a 16-page special section of the San Luis Obispo County *Telegram-Tribune*.

The special section devoted to the new club contained photographs of the rooms, building and entire golf layout, news items about members, information on Mr. Henry and employees of the club, a history of the club's construction, and information about the open house held January 8.

Mr. Henry, who is a member of CMAA, formerly was manager of the

Janesville (Wis.) Country Club and the Butte Des Morts Golf and Country Club, Appleton, Wis. He is a member of Badger State Chapter and of the Food Service Executives Assn.

★ ★ ★

Zoltan Murai, manager of Cedarbrook Country Club, Springfield, Del. Co., Pa., resigned December 31, 1960, after eight years at the club.

Mr. Murai, who has had 23 years experience in the club field, has been restaurant manager, maitre d' hotel and banquet manager for several hotels in Philadelphia and for a hotel in Spartanburg, S.C.



Julian J. Marburg

Julian J. Marburg took over duties as general manager of Squaw Creek Country Club, Vienna, Ohio, in February.

Prior to this Mr. Marburg was with the Blue Ridge Country Club, Harrisburg, Pa., for four years and Glenmere Hotel and Country Club, Chester, N. Y., for six years. He also has managed hotels and supper clubs in Miami Beach and New York City.

A native of Germany, Mr. Marburg worked in 11 countries in Europe and the Middle East before coming to the U.S. He has served on the board of Central Pennsylvania Chapter of CMAA and on the board of Food Service Executives. He is a member of Hotel Greeters of America and International Geneva.

★ ★ ★

Leif A. Halvorsen, manager of Sequoyah Country Club, Oakland, Calif., and C. E. Nelson, president of the club, were hosts January 9 to the Bay Area members of the Culinary Federation of America, with Richard Rowles, the club's executive chef, preparing the dinner.

★ ★ ★

The Colonial Country Club, Fort Worth, where Vergal Bourland is manager, is celebrating its 25th anniversary this year and is planning a special ball in celebration.

We received a copy of *Colonial Columns*, the club's monthly magazine, which is quite a handsome publication. It is well illustrated and contains a calendar of events with special occasions spotlighted on an adjoining page, various departments including Feminine Fore, Racquet Ripostes, Man of the Month, Card Clique, Sophisticates Jr., and Social Notes in addition to pictures and news items about the members. The cover is a striking combination of blue, white and black.

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**BEDFORD, OHIO**



Richard T. Howell

**Richard T. Howell**, formerly assistant manager of the Germantown Cricket Club, Philadelphia, has been appointed general manager of the Mid-day Club in the same city.

Prior to his position at the Cricket Club, Mr. Howell had been associated with The Sunnysbrook Golf Club, Plymouth Meeting, Pa.; Green Spring Valley Hunt Club, Garrison, Md.; and the Baltimore Yacht Club. For ten years he was a chief steward for the British Overseas Airways Corp.

★ ★ ★

**Congressional Country Club**, Washington, D.C., where A. E. "Lon" Martin is general manager, took first prize in the "complete buffet" category at the Culinary Art Exhibit held recently at the Sheraton Park Hotel.

The honor was through the efforts



Admiring the stuffed suckling pig, breast of pheasant and cow's head carved from a loaf of bread which won first prize for Congressional Country Club, Washington, D. C., in the "complete buffet" category at the Salon of Culinary Art are: A. E. Martin (left) general manager of the club, Louis Sabatini, executive chef who created the display, and Ernest Nolan, chief steward at Georgetown Preparatory School and chairman of the event.

of Louis Sabatini, executive chef of the club. Mr. Sabatini, a native of a town near Rome, has been with the club for 12 years.

The prize-winning entry was a suckling pig stuffed with truffles, country ham, pork and veal with Apple Charlotte. The garnishing around the main dish was a combination of turnips, carrots and spinach, pureed to look like baked pottery. A cow's head, carved from a loaf of bread covered with chaud froid and decorated with food coloring and gelatine, and breast of pheasant completed the display.

**Butterfield Country Club**, Chicago, recently completed a remodeling program for the clubhouse and improvements for the golf course.

Remodeling included a new air-conditioned dining room and cocktail lounge, kitchen, shipping and receiving department, men's locker room and bar, golfer's lounge, grill and employee rooms. Additions to the golf course include a new watering system, 15 electric carts, eight new tees, landscaped practice area, 1000 trees and bushes, a new creek and eight new bridges.



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It's made to order for the kitchen.

Easiest to peel. Almost seedless (no seeds in the Navel—very few in the Valencia). And the firm-textured "meat" stands up to the knife for clean, fast cutting. Any way you slice it—chunks, bite-sizes, segments—a Sunkist Orange is the first choice of master chefs!

### Sunkist Oranges

*Nature grows her best for Sunkist*

James O. "Jim" Reinhard, manager of Lehigh Country Club, Allentown, Pa., for 30 years, was featured in an article in the town's *Evening Chronicle* December 31, 1960, as he completed five-month plans for the club's New Year's Eve party.

Each year Mr. Reinhard starts plans for the party at the end of the summer issuing printed announcements, lining up extra help for the occasion and planning the menu. Approximately 300 attended the semi-formal occasion, for which 15 sides of beef were ordered.

The newspaper article gave a fair-

ly thorough account of the rigorous schedule a club manager keeps.

★ ★ ★

Harold R. Kohler became manager of the Danville (Ill.) Country Club January 1.

Mr. Kohler, who has had 25 years experience in the field, has been associated with hotels in Evanston, Ind.; Wichita, Kans.; Milwaukee; Omaha; Kansas City, Kans.; and Chicago. He attended Kansas City University, Kansas State Teachers College and was graduated from the Kansas State College of Pharmacy.

The Buffalo (N.Y.) Club recently was given a half-page write-up in the *Evening News*. The club, which boasts two Presidents of the United States as former members and a third chief executive as an honorary member, will celebrate its 100th anniversary in 1966.

Millard Fillmore, elected President of the U.S. in 1850, and Grover Cleveland, President, 1885-1889 and 1893-1897, both were on the membership roster of the club. Oil portraits of both men hang on the walls of one of the club's main lounges.

President William Howard Taft was elected an honorary member of the club. According to the newspaper article by J. Edmund de Castro, when President William McKinley was assassinated in 1901 in Buffalo, several of his Cabinet members stayed at the club, and a telegraph line was installed from the club to the White House for direct, confidential information during the President's last days.

★ ★ ★

Mr. and Mrs. Bill Isbill, managers of the Missoula (Mont.) Country Club are spending the winter in the Southwest. The Isbills left the middle of December, 1960, and plan to return to re-open the club on March 15.

Mr. Isbill will play in winter golf tournaments in the Los Angeles and San Francisco areas and in the Bing Crosby tournament on the Montrey Peninsula. The Isbills plan to visit San Diego, Burbank, and Palm Springs, Calif., Tucson, Phoenix and Las Vegas.

★ ★ ★

Richard H. Campbell, executive manager of the Detroit Athletic Club, sent a copy of the menu used at the annual Christmas dinner-dance of the Detroit Chapter of CMAA, for which the DAC was host. Some 150 managers and club officers with their wives attended the affair.

The menu featured les petites fantaisies froide en socle, hors d'oeuvres chauds, l'essence de gourmets avec les paillettes d'or, amontillado, le celeri farci qu Roquefort, filet de boeuf entier, larde, roti a la Francaise, champagne rose, le niz d'oiseau farci au legumes fres, les pommes lorette, la salade du roi coureur avec choix de condiments, la coupe de jamaïque and les friandises glaces.

★ ★ ★

Victor Wdowiak has been named manager of food and beverages at Brookhaven Country Club, Dallas, where Jack G. Echols is manager.

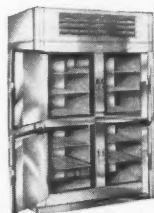
Mr. Wdowiak formerly was maitre d' at Dallas Athletic Club and has held other food service positions in Dallas.

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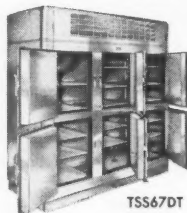
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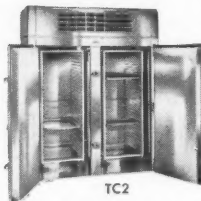
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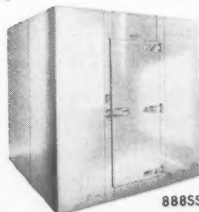
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## NEWS OF THE CHAPTERS

### Metropolitan

Reported by J. A. McCabe,  
Secretary

A meeting was held January 9 at the Golf House, New York.

The 1961 committee appointments were read and approved. An informal round-table discussion was held with several interesting subjects presented

### City of New York

Reported by Franklin S. Reynolds,  
Secretary

About 30 members were present at the January 10 meeting held at the Canadian Club, Waldorf-Astoria Hotel.

The following new members were welcomed: William F. Birner, Sunningdale Country Club, Scarsdale; Fred H. Hollister, Scarsdale Golf Club, Inc.,

Colonial Country Club, Harrisburg, Pa., has appointed L. H. "Roy" Strawhecker general manager. A veteran in hotel and club service, he goes to Colonial from the Leamington Hotel in Minneapolis where he had been sales manager.

Formerly he served as food and beverage director for the Ambassador Hotel; his experience also includes managing the Belmont Manor Golf and Country Club, Bermuda, and the Shackamaxon Golf Club in New Jersey.

★ ★ ★

Henry Burkart, who retired August 1, 1960, after 34 years as manager of the Covenant Club, Chicago, and his wife recently returned from a three-months vacation in Europe.

The Burkarts visited their sons, Dr. Milton Burkart, Pittsburgh, and Harold Burkart, Syracuse, then left on the S.S. Bremen to visit Paris, Madrid, Vienna and Frankfurt. In Frankfurt, the Burkarts attended the International Culinary Exposition in which 13 nations participated.

Mr. Burkart, who has been one of the 12 international judges for the Exposition, reported that it was one of the finest he had seen, attended by about 280,000.

★ ★ ★

Paul Presley has been appointed manager of the Oakwood Country Club, Enid, Okla.

★ ★ ★

Tony Preston has been named manager of Briarwood Country Club, Tyler, Tex.

Mr. Preston formerly was associated with Preston Hollow Country Club, the Dallas Country Club, and Oak Cliff Country Club in Dallas and the Eastern Hills Country Club, Garland, Tex.

★ ★ ★

Eugene Vossler, who has been with Rockford (Ill.) Country Club, has been named manager of the Oak Ridge Country Club, Hopkins, Minn.

★ ★ ★

Larry Wetherell, formerly assistant manager of Corvallis (Ore.) Country Club, assumed duties as manager of The Dalles (Ore.) Country Club, the middle of December, 1960.

### Furniture Showroom

A new furniture showroom was opened February 1 at 9100 7th Ave. N.W., Miami, by Troy Sunshade Co. Marion Owens is manager of the showroom. Representative groups of the company's indoor and outdoor furniture are on display.



## This is the orange the CUSTOMER likes!



It's the world's greatest eating orange.

Firm, succulent—bursting with juice and flavor. (And never any artificial color added.) People like the way a Sunkist Orange looks on the plate—in big, golden cartwheels for breakfast, chunked or sliced in salads, desserts, garnishes. Any way you slice it, a Sunkist Orange is the first choice of customers!

## Sunkist Oranges

Nature grows her best for Sunkist

Hartsdale; and Fred Nowicki. Gordon Seymour Armstrong, Phi Gamma Delta Club, was elected to membership.

Agreement was expressed on scheduling a joint meeting with Metropolitan Chapter in April before the annual dinner dance.

A round-table discussion was held at the end of the meeting. The next meeting will be March 14 at the Whitehall Club.

## National Capital

Reported by Raymond J. Kyber, Secretary

Charles E. Smith, general manager of the Chevy Chase (Md.) Club, presented a combined survey and problem solving compendium at the meeting held January 16 at the Sulgrave Club, Washington, D. C., with Miss Marie Knapp as hostess.

Members gained information and statistics from the presentation by Mr. Smith, and thanks were extended for the comprehensive job he did in preparing the material.

Wives of the managers had the first organizational meeting of their investment group at the time of managers' meeting. June Skole was elected president; Frances Crawford, vice president; Mildred Kyber, secretary; and Maude White, treasurer-agent.

The hors d'oeuvres, cocktails and filet of beef served by Miss Knapp were delicious.



Congratulating the 1961 officers of Oregon State Chapter at the installation dinner held in January at Oswego (Ore.) Lake Country Club is Kenneth Meisnest, right, then national president of CMAA and manager of the Washington Athletic Club, Seattle, Jan Richter, newly elected president of the chapter and manager of the host club, is shaking hands with Mr. Meisnest as Mrs. Alicia M. Brady, The Town Club, Portland, secretary-treasurer, and Robert Lloyd, Eugene (Ore.) Country Club, vice president, look on.

## Central Pennsylvania

Reported by Conradin Medina, Secretary

LeRoy H. Strawhecker, manager of Colonial Country Club, Harrisburg, was elected to membership at the January 9 meeting held at West Shore Country Club, Camp Hill, with Charles M. Knisley as host-manager.

Paul P. Steel, formerly of the Mentor (Ohio) Harbor Yachting Club, who is the new manager of Harrisburg Country Club, will transfer from Ohio Valley Chapter.

The following dates were set for the next meetings: March 6, annual membership meeting, Hamilton Club, Lancaster, Thomas F. Chiffreller, Jr., host; April 3, Valley Country Club, Conyng-

Now at 1/3 off...

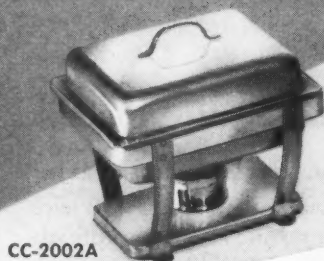
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S-30072



S-30102

CC-2002A Country Club Chafing Dish, 6 pt. capacity	33.00	47.25
S-30102 Oblong Bowl, 10" x 18"	17.15	12.85
S-30085 Oblong Tray 14" x 18"	19.20	9.90
S-30072 Celery Tray Oblong 9" x 4"	2.65	4.25
CC-20251 ** Country Club Chafing Dish, 2 gal. capacity	706.30	59.95
TOTAL	705.30	\$134.20

\*\*This is a single compartment unit. Can be adapted for 2-6-8 compartments at slightly additional cost.

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ham-Hazleton, (if completed), John V. Sacco, host, or Westmoreland Club, Wilkes-Barre, Conradin Medina, host; May 8, Pottsville Club, Mark Stanley, Jr., host; June 5, Colonial Country Club, Mr. Strawhecker, host; and July 16-17, tri-chapter meeting, outing and dance, West Shore Country Club, Mr. Knisley, host.

The secretary was directed to process a recommendation for a possible revision of the counties under the jurisdiction of the chapter.

## **San Diego**

*Reported by Hal B. Serkowich,  
Secretary*

Kenneth Meisnest, then national president of CMAA and manager of the Washington Athletic Club, Seattle, was guest speaker at the annual president-managers dinner meeting held November 4, 1960, at the Kona Kai Club with John Palermo as host-manager for an excellent cocktail hour and dinner.

Mr. Meisnest spoke on the advantages derived from CMAA. Douglas R. Giddings, executive director of the Cuyamaca Club, presented some of the humorous sides of the business in a speech.

## **Southern California**

*Reported by Frank T. Sherwood,  
Secretary*

Henri Tubach, Irvine Coast Country Club, Newport Beach, was nominated for chapter president at the meeting held January 10 at the Annandale Golf Club with Foster Turner as host-manager.

Other nominations included Frank T. Sherwood, Elks Club, Long Beach, as vice president and Jerry Kearn, Bel-Air Bay Club, Pacific Palisades, as secretary-treasurer.

Nominated for directors in addition to the officers, were Sherman Campbell, Thomas N. Kier, George Brooks and Riley Huber.



Attending a luncheon held November 21, 1960, at the Golden Horseshoe Club, Williamsburg, Va., before a regional meeting were from left to right: Host Don Leftwich; Mrs. Dorothy Bender, The Colony Club, Richmond, Va.; Roy M. Niel, Jr., Princess Anne Country Club, Virginia Beach; Mrs. Niel; R. P. Scott, Carolina Country Club, Raleigh, N. C.; Mrs. Carroll Sutherland; Mr. Sutherland, Commissioned Officers' Club, Naval Air Station, Virginia Beach; Kenneth Meisnest, then president of CMAA and manager of the Washington Athletic Club, Seattle; and Harry Forsythe, Oak Hill Country Club, Richmond, Va. After the luncheon the chapter escorted Mr. and Mrs. Meisnest, guests, to the meeting in Richmond held at the Commonwealth Club, with Mr. and Mrs. Les White as hosts.

Guests at the meeting were Joseph Connell, vice president and chairman of the house committee of Annandale and Lynn Smith, past president and director of Annandale. Other guests were Kenneth Brydges, Robert Jaeger, James Delaney (trustee of the Hungton Park Elks Club, and Lou Glazax, (Hesperia Country Club).

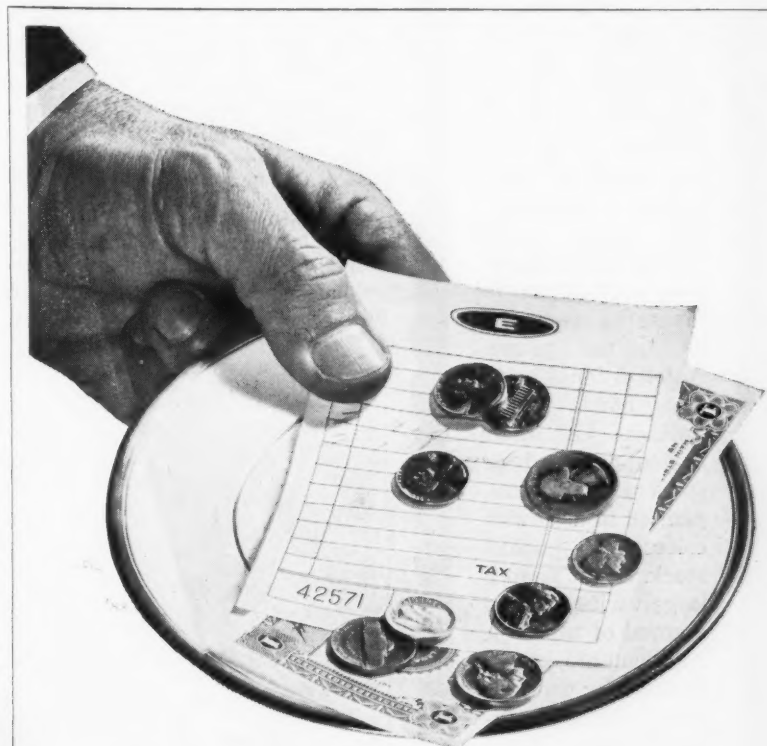
Chapter President Emil Lepp has been appointed by Governor Brown to sit on the state culinary board. There was a showing of color slides accompanied by a narration entitled "A Look Into the Future" and "The Market of the 60's."

## **New England**

*Reported by Charles Wallace,  
President*

An educational discussion on "Personal Causes and Physical Conditions" pertaining to Workmen's Compensation was given by Hugh B. Huntley, supervising engineer of the loss prevention dept. of Liberty Mutual Insurance Co., at the meeting held December 19 at the Tennis and Racquet Club, Boston, with Manager Al Shore as host.

Miss Laura J. Byrne, R. N., another Liberty Mutual representative, spoke on the aims of the pre-placement physical examination.



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## Wine Pressings

(Continued from page 72)

3. **VOUVRAY 1959 Demi Sec** (Caves Maxim's de Paris): From the lovely Loire Valley, this surprising, fresh wine was bottled last spring, which accounts for the "surprise" as the fermentation has been completed *inside* the bottle. The valley of the Loire river is called the "Garden of France" and one can taste the flowers in this wine made from Chemin grapes.

4. **FOURNIER NATURE** (Gold Seal Vineyards): This too should prove to be a surprise. A brand new American white wine type, the wines produced by this method of early bottling from selected grape varieties (the same as found in the famous Charles Fournier champagne) have long been popular among knowing European connoisseurs. Note the delicate fresh-fruit bouquet and fullness of body.

### Rose Wines

5. **ROSEBROOK** (Buena Vista Vineyards): Made from Cabernet Sauvignon grapes, the source of the fine red Bordeaux wines, this wine has inherited many of their characteristics, including a relatively long life. By leaving the

crushed grapes in the must (fermenting juice) overnight, a true rose is created, for the attractive color is acquired from the skins.

### Red Wines

6. **CABERNET SAUVIGNON** (Buena Vista Vineyards): California produces fine red wines and perhaps the finest are made of Cabernet Sauvignon grapes, the same grapes that have made the name *claret* famous throughout the English-speaking world. Note the full color and body and the expansive bouquet, counter-balanced with a dry pungency.

7. **BEAUJOLAIS ST. AMOUR 1959** (Caves Maxim's de Paris): Light and refreshing Beaujolais is the most popular wine of France; St. Amour is a township in that area, producing some of the best from Gamay grapes. Note the glistening highlights in the rather light true red shade, the fresh and fruity bouquet, and the finish.

8. **ST. EMILION 1955** (Caves Maxim's de Paris): Termed the "Burgundy of Bordeaux" this St. Emilion has some of the grace and intricacy typical of good Bordeaux, combined with the jolly good-fellowship of a burgundy. While a regional wine, this is the prod-



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uct of a single proprietor, I-P Moueix. Note the dryness in the aftertaste.

9. CHATEAU D'URFORT 1955 (Caves Maxim's de Paris): A *deuxieme cru* in the Official Classification of 1855, this is a fine example of the red wines of Margaux township. The most distinctive characteristic of Margaux wines is the attractive and distinctive bouquet which Andre Simon says is impossible to describe, but "somewhat reminiscent of what might be wild violets-cum-amber perfume."

#### Champagne

10. CHARLES FOURNIER BRUT (Gold Seal Vineyards): This very dry champagne, known all through the States as the finest champagne produced in America, is made from rare grapes planted over 20 years ago on the side hills of Lake Keuka in western New York State. Produced and blended in the true French manner, the product is very dry, light in body and color, fine-bubbled. This champagne was the only winner of a Gold Medal at the 1951 International Wine Exhibition at Sacramento, California.

11. BRUT RESERVE 1952 (Caves Maxim's de Paris): Produced to Maxim's exacting specifications in Reims, France, the heartland of the champagne country, this is worthy to carry the name of one of France's finest restaurants. A perfect accompaniment to food, it is dry enough to be well received at pre-prandial times also. A nicely-balanced champagne with many fine bubbles, and an exceptional bouquet.

All in all, it was a most interesting, and in the case of some of the wines, eye-opening evening!

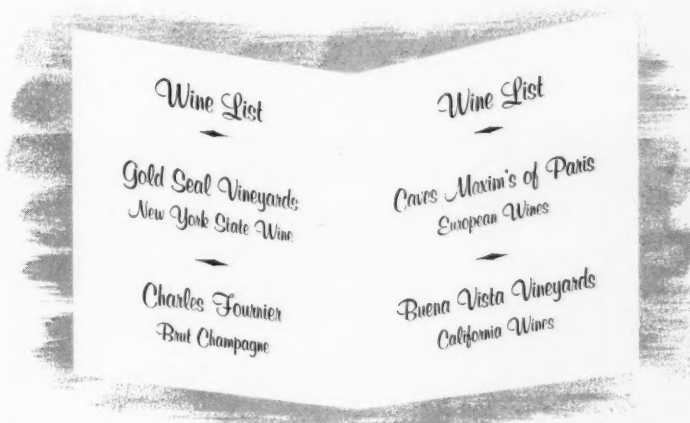
...

This Month's Merchandiser: If your club has on its wine list at least one representative half bottle in each of the major types, have you ever considered a supplemental wine card, listing *just* the half bottles? The card could be automatically presented to members dining alone, or with only one other person, to show them that they are welcome, for their club hasn't forgotten their wine needs! ■ ■

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New York State's finest premium wines.

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## Country Clubs

(Continued from page 68)

beverage service, Mr. Smith observed: "Since the first club began there has been a complaint from those who use the club most that the menu is stereotyped and they know it by heart before it is presented. Because food professionals recommend building a menu around the desires of the membership (do fewer things but do them master-

fully), a stereotyped menu is almost a necessity."

How, then, did the clubs in attendance defend their stereotyped menus? The answers were many but some of the more frequent included use of daily inserts and making a check analysis to back up the popularity of the menu items used most. One manager uses a stereotyped menu but mails a special menu to his members and by calling in advance they can get items on the special menu. And one honest manager reported that he tells his members "the

stereotyped menu is all we can afford."

Food primes were checked by a quick show of hands, although as Mr. Smith pointed out, they have to vary in accordance with established club policies. Most frequent was that in the 49 to 51 per cent category. Highest represented at the meeting was 66 per cent on a food volume of 110,000. Lowest was 39 per cent on a food volume of \$180,000.

Bar primes, too, followed established averages with the most frequently mentioned in the 33 to 35 per cent bracket. It was asked how a club maintains an effective bar control, and answers included daily inventory, bar control (an empty bottle for a full one), breakage checks, and check analysis.

Missing chits are a problem, but apparently most clubs represented don't charge employees for them. In a few clubs the waiter pays in full, in some he is fined (\$7 to \$10).

Only a handful of clubs employ a food checker in their kitchen. Several reasons for having a checker were advanced: high volume of business; high food cost that must be brought down; a great deal of cash sales. When a club does not have a food checker the most frequently mentioned person who handles this function was the chef.

Along with food and beverage service comes the age-old question of tipping and only 12 of 180 clubs represented at the time the question was asked have positively no tipping anywhere in the club. Some 77 were frank enough to say their clubs have a no tipping policy, but it happens anyway. Forty clubs have tipping permitted in some departments and 52 represented clubs where over-all open tipping prevails.

As far as service charges were concerned, 127 had a specified charge (73 had 15 per cent, 53 had 10 per cent), ten had service charges but they weren't specified, while 27 allowed no service charge at all.

Of interest in food buying was the survey on meat purchases with 173 managers in attendance at the time. By far the vast majority of managers (139) purchase meat by telephone instructions. Nine buy by written specifications given to probable suppliers, four by going to market personally and selecting the meat, one by paying a professional buyer to represent the club on the market and none by sending a staff man to the market. It was apparent that the managers themselves keep a close control on the important function of buying meat.

Country club offices are becoming more mechanized. While only eight clubs represented had adopted the automatic machine accounting systems using punched cards, 103 operated with stand-



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ard accounting machinery wherein the machine... preset bars for specific duties such as accounts receivable, accounts payable and payroll. Some 61 still operate by means of hand written bookkeeping procedures.

The group also explored the perennial question of golf carts and it was discovered that only six clubs represented (out of the 127 in attendance at the time) do not allow carts (gas or electric driven) on the course. Almost all who use carts have the electric type. As to who owns the golf cart concession, it was found that 56 clubs operate the concession themselves, 46 clubs have the pro operate it, and in 68 clubs the members own the carts.

At the end of the busy session it was suggested that chapters obtain copies of the survey blanks from the CMAA office in Washington and use them as a basis for an educational meeting sometime this year. The results, as Mr. Smith pointed out, could make for an even more complete survey on a nation-wide level, providing the results are channelled back to the CMAA office. ■ ■

## City Clubs

(Continued from page 70)

a rapidly changing series of dietary fads it is practically impossible to keep up with all the new ideas. It was suggested that anyone seriously interested in maintaining a diet can do so by ordering from the a la carte menu. As a result, most clubs have discontinued the once popular "low calorie" menu.

Metrocal has made its way onto the menu, according to several managers, who find it profitable to serve at \$1 a glass. In one case the manager also provides a small salad so the member can nibble and be less self conscious while his dinner guest devours a thick steak. Perhaps it is a bit incongruous, but one manager reported that at his club a shot of rum is added to the Metrocal . . . and the price goes up 50 cents!

"Tighten your door to maintain club standards," was the sage advice offered by Clem Young, Cleveland Athletic Club, during the open discussion period. And, this is a good method of building membership, if your club needs more members.

Mr. Young related how he continually checks his guest register book and when he notices that an individual is a guest at his club more than three times he calls the guest, then turns his name over to the membership committee so they can approach the person for membership. It works, too.

A show of hands indicated about 50

per cent of the clubs represented enforce dinner guest privileges; half of the clubs represented did not have any restrictions on such privileges.

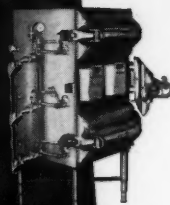
Pension plans are not making much headway, if the clubs represented are indicative of a national trend. Only 13 of 75 clubs represented now have a pension plan of which most clubs pay the entire cost and only three reported an employee contribution plan. All clubs fund their own pension plan because of union demands; the remaining clubs installed them voluntarily.

And what about unions? They're making progress in their attempts to

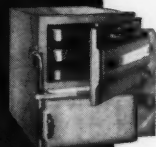
organize clubs—and when they're successful their demands create new problems for clubs. For example, demands include a ruling against split shifts; they want a 40-hour week or, even worse, a 37½-hour week, and in some cases a 7½ hour daily basis including meal time.

On that "happy" note the meeting was concluded by a show of hands to indicate clubs that own and operate their own parking lots: 20 own their lots and 14 clubs charge for parking; ten own their own lots and use their own employees to operate them; four lease lots; and ten have special arrangements with nearby parking lots. ■ ■

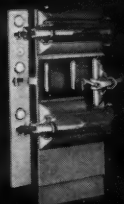
## When it comes to STEAM-COOKERS ...come to headquarters



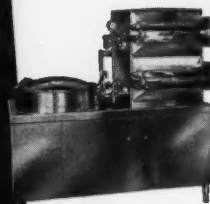
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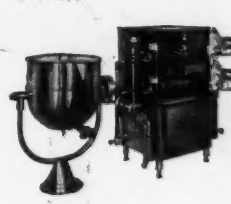
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## Entertainment Abounds

(Continued from page 28)

Command. A feature story about these awards and how they were won will be found elsewhere in this issue.

While the men were enjoying their luncheon break, the ladies were being entertained at the Denver Country Club. Following luncheon a special ice show spectacular was presented. So large was the turnout of women that Nobel Chalfant, pro at the club, jokingly remarked, "They literally drove me out of the club so I had to attend the men's meeting."

He arrived in time to take part in

the ceremonies honoring the allied associations of the PGA, GSA and USLT, and to hear PGA Treasurer George L. Hall, pro-manager of Cornell University Country Club, say all three associations have one thing in common, "Keep club members happy."

Lakewood Country Club and host Edward Don & Co. held forth Friday evening with Manager Byron Aris and his staff providing a continuous selection of hot and cold hors d'oeuvres—no mean trick when you consider there must have been more than 1000 guests, arriving at all times. Even late comers had a complete choice. The magnificent ice carvings and floral displays of

fresh flowers drew admiring comments from everyone. Although Friday night supposedly was an open night, there were only a few who didn't eventually wind up at the 26 Club where the Texas chapter and Manager Gary Stay provided a real beans-and-barbecue, Western-style party that lasted until the wee hours of the morning.

Saturday luncheon witnessed the honoring of former CMAA greats, with special recognition going to the two charter members who were present, members of the exclusive 25-Year Club and past presidents. The women, meanwhile, were entertained at the Petroleum Club by Jerry Bakke, who played the part of "Lil Mac" during the conference, and his partner, Willie Hartzell.

The "Rush to the Rockies" informal dinner-dance Saturday brought this year's formal entertainment to a successful close. On hand to entertain, through the compliments of the United States Brewers' Foundation, was a line of beautiful "dance hall" girls on an old-time barroom stage behind which a backdrop depicted the fronts of several shops on which signs boasted of the merits of some of the unusual businesses represented. Three gun-shootin', piano-playing cowpokes filled in while the girls took occasional rests.

Highlight of the evening was an appearance by the famous Koshare Indian Dancers, headed by Buck Burshears. The dancers, who are boy scouts from La Junta, Colorado, gave eight interpretative dances which were enjoyed thoroughly by those watching.

Winding up the conference and greatly appreciated was the Sunday breakfast served by Sterno, Inc., buffet style, naturally. This was the last opportunity for conventioners to compare notes and say their "good byes" until they meet again next year in Miami.

Editors Note: All sponsors and contributors to the 34th annual CMAA conference are given recognition on a special page in this issue. ■ ■

## Sales Report

John Sexton & Co., nationwide supplier to the club and volume feeding markets, has reported net sales totaling \$32,964,828 for the six months which ended December 31, 1960, a gain of 2.2 per cent over the first six months of the previous fiscal year.

Net income for the period was \$842,992, a gain of 9.1 per cent over last year and equivalent to \$1.13 per share. In September, 1960, the company began construction of a new \$1,500,000 food distribution center in Englewood, N. J., which will process and package the company's coffees, teas and spices.

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# CONVENTIONALITIES

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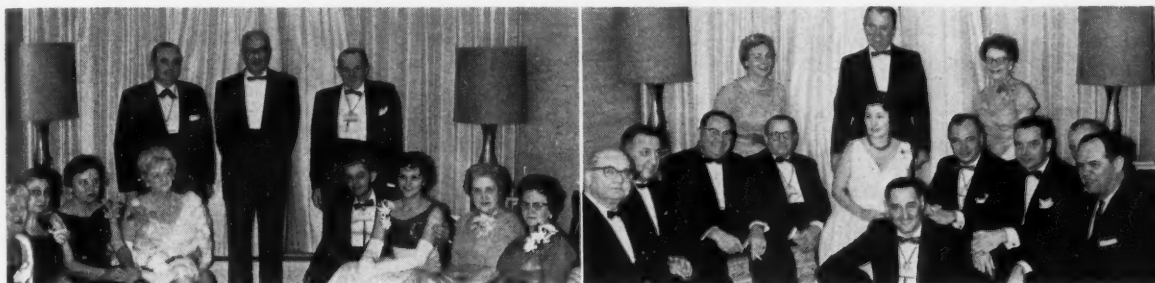
The two Wallaces who manage Harvard Clubs got together at the conference as is their custom every year. Charles manages the Harvard Club of Boston and Frank manages the Harvard Club of Tulsa. Frank makes it clear, however, that his "Harvard" Club is named after a section of the city and has no connection with the university.

Tom Powers reported he and his wife, Marjorie, moved to the Brookside Country Club, Canton, Ohio, because the club was about to begin a \$750,000 remodeling program. Tom said that the program will result in almost a complete rebuilding of the clubhouse, and has promised CLUB MANAGEMENT some pictures and information when the project has been completed.



CMAA Director Robert Yoxall, Country Club of Coral Gables, Fla., extends invitation to the CMAA members to attend the 1962 conference in Miami Beach.

PHILADELPHIA sent this large delegation to the Denver Conference.



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ARIZONA—From the left: John F. Fishburn, San Juan Country Club, Farmington, N. M.; Mrs. Fishburn; Mrs. William J. Hodges; George E. Harrington, Arizona Country Club, Phoenix; Mrs. Harrington; Mrs. Norman Storey; Burns K. Midtbon, Albuquerque (N.M.) Country Club; Mrs. Richard P. Maynes; Mr. Storey, Phoenix Country Club; Mr. Hodges, Paradise Valley Country Club, Scottsdale; and Mr. Maynes, Tucson Country Club.



NEW ENGLAND Chapter members come to the Saturday night party in festive dress.



Having a fine time enjoying the conference was the MID AMERICA Chapter.



Enjoying themselves in the Brown-Forman Distillers suite, from the left: David Henderson, Denver Club; Dorothea Buschmann, Kansas City (Mo.) Country Club; Rodman Moorhead, vice president of Brown-Forman; Virginia Greene; Dick Johnson, B-F; and Elmer Greene, Wildwood Country Club, Louisville.



UPPER MIDWEST members were enthusiastic about the conference.



PENNINSULAR Chapter members enjoyed the conference.



CANADA managers were well represented at the conference and the Canadian National Anthem was sung at the opening session.



Hosting the Stitzel-Weller suite was Glen Walsh, extreme left. Others in the picture, from the left: Helen-Bjurstrom; Mrs. Walsh; Jim Sams, River Valley Club, Louisville; Howard Mehlman, Denver Country Club; Mrs. Sams; Mr. Bjurstrom, S-W; Wayne Miller, Northmoor Country Club, Chicago; and Mrs. Miller.

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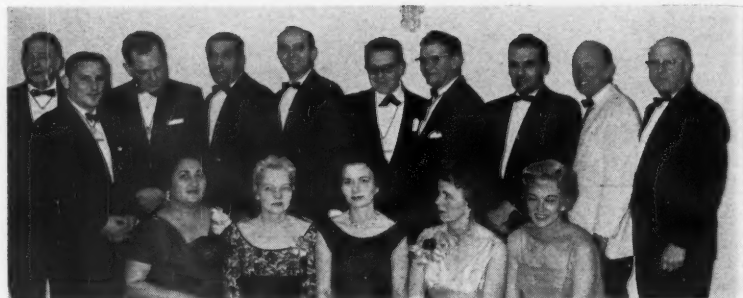
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An unusually large group attended the conference from the GEORGIA CRACKER Chapter.



NEW YORK STATE—From the left: Richard C. Gibbs, Lancaster Country Club; Stewart E. Brace, Orchard Park Country Club; Henry L. Huber, Westwood Country Club, Williamsville; Mrs. Brace; Mrs. Gibbs; Mrs. Huber; and Joseph Brem, Niagara Falls Country Club.



BADGER STATE Chapter enjoyed a goodly turnout of membership for the Denver conference.



Sterno, Inc., was host for the Sunday breakfast to wind up the conference and a record number of conference goers attended. Shown here, from the left: Louis Mandell, Sterno; Ray Raphael, Sterno; Mrs. Richard Sandford; Mr. Sandford, Sylvania (Ohio) Country Club; Larry Goldklang, Sterno; and Maurice Bonnot, Sterno. The Sterno men, as Mr. Goldklang pointed out, represent more than 100 combined years of service to their company. The Sandfords were the only representatives from the Toledo Chapter at the conference.





**NATIONAL CAPITAL**—Seated (front row), from the left: Mrs. Jacques Aimi; Richard E. Daley, Army Navy Country Club, Arlington, Va.; Mrs. A. E. "Lon" Martin; and Mr. Aimi, Woodmont Country Club, Rockville, Md. Back row, from the left: Mendell F. Rice, University Club, Washington; Charles E. Smith, Chevy Chase (Md.) Club; Nicholas J. McGowan, Jr., Sparrows Point Country Club, Baltimore; Mr. Martin, Congressional Country Club, Washington; and Raymond J. Kyber, Norbeck Country Club, Rockville, Md.



**CLEVELAND**—Standing, from the left: Clem Young, Cleveland Athletic Club; Joseph F. Harvath, Canton Club; and Gene F. Gilmartin, Cleveland Yachting Club. Seated, from the left: Al Russon, Barclay Co.; Frederick E. Shaner, Youngstown Club; Mrs. Shaner; Arthur Waterbury, Youngstown Country Club; Mrs. Sam Alo; Mr. Alo, Akron City Club; and Jack Kozar, University Club of Cleveland.



The Hiram Walker suite is always one of the most popular at any CMAA conference, not only because of the firm's fine products, but also because of the fine group of men who represent the company. Enjoying Hiram Walker hospitality here are Johnnie Carey, Lincoln (Nebr.) Country Club; Mr. and Mrs. Thomas Bick, Rock Island (Ill.) Arsenal Golf Club; Mrs. Loretta Richards, Pinehurst Country Club, Denver; George Bickford, Davenport (Iowa) Club; and, at extreme right, Archie Livingston, Rock River Country Club, Rock Falls, Ill. Hiram Walker hosts, behind the bar, are Jay Murphy, national manager of special accounts; Julian Lloyd, Colorado state manager; and Moss Morton, club sales representative, Chicago.

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1959



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Teacher's Trophy Winner  
1960



**PETE BURKE**  
Teacher's Trophy Winner  
1958

The Teacher's Trophy  
held by the winner of the PGA  
Seniors' Championship



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# PAPER

the personal  
food service



The annual conferences call for almost a 24-hour day for the CMAA staff. Here Executive Secretary Ed Lyon explains to Dorothy Porter, CMI secretary, and Ouida Schwab, membership secretary, the various services offered CMAA members: legal and tax counsel, Uniform System of Accounts book, employment referral service, "Club Management, 1959" Cornell lectures digest, annual educational conference, Club Management magazine. In addition, the CMAA publishes its own "Newsletter," holds several Workshops yearly and has available a low-cost group insurance plan.



The Hawaiian delegates invited CMAA to Honolulu for a future conference and this group, with friends from the mainland, include Orlo Farlow, CPO Open Mess, Pearl Harbor; Shirley White, Pan American World Airways; Don Clark, Club Management; Mrs. Edwin G. McKellar and Mr. McKellar, Oahu Country Club, Honolulu; Miss Kay Rose, United Air Lines; Wilson J. Hutcheson, Hickham AFB NCO Club, Honolulu; Michael H. Noguchi, Waialae Country Club, Honolulu; and Kenneth W. Emerson, Jr., The Pacific Club, Honolulu.



PITTSBURGH Chapter members enjoyed themselves especially since they were guests instead of hosts as they were last year at their successful conference.

PELICAN—Seated, from the left: Mrs. J. W. Holloway; Mrs. Kurt E. Mickley; Mr. Mickley, City Club of Baton Rouge; Mrs. Jules Cates. Standing, from the left: Mr. Cates, Rosswood Country Club, Pine Bluff, Ark.; Mrs. Jorgen Andersen; Mr. Andersen, Pioneer Club, Lake Charles, La.; A. J. Rubben, Shreveport (La.) Club; Al Patterson, East Ridge Country Club, Shreveport, La.; and Mr. Holloway, Petroleum Club, Shreveport.



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Shown  
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ST. LOUIS DISTRICT—Standing, from left: John A. Kane, Sunset Country Club; Thomas C. McGuffey, Missouri Athletic Club; S. T. "Ben" Sheets, Algonquin Golf Club; Ray G. McGrath, University Club; and Wesley H. Clark, Club Management. Seated, from the left: Mrs. McGuffey; Mrs. Kane; and Mrs. Sheets.



SAN FRANCISCO AND BAY AREA members were well represented.

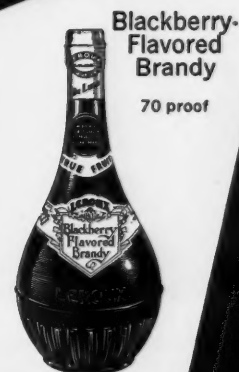


A popular room was the Seagrams suite. Shown here from the left: Dan O'Sullivan, Seagrams; Ben Sheets, Algonquin Golf Club, St. Louis; Hal J. Lyon, Dayton; Mary Buck, Dayton Country Club; Jack McCarthy, Seagrams; Carl Ranno, Seagrams; and Arthur Franzen, Seagrams.

Shown in the Conway hospitality room is this large group of club managers and Sidney Kay, Joe Drew and Maurice Drew of Conway.



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A strong contingent was on hand from the PIEDMONT Chapter.



Edward Don & Co. was host to the reception held at the Lakewood Country Club. Shown here are members of the Don contingent, from the left: Ross Wilson; S. L. Farrara, John Saiger, Jerry Don, Ira Lieb and L. Fishman.



On hand to greet the conference guests at the luncheon at Pinehurst Country Club Wednesday were Mr. and Mrs. Laurice T. "Bud" Hall. Bud, who is manager of the new multi-million-dollar club, received the plaudits of his fellow managers for the efficient way he handled the luncheon, even with 200 more people descending on him than had been anticipated.



Sexton had a busy hospitality suite and shown here are, from the left: Norm Stiner, Sexton; S. K. Wagner, Germania Club, Saginaw, Mich.; Bill Sexton, Sexton; Jack Rosemond, Valdosta (Ga.) Country Club; and J. M. Ryan, Sexton.

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Stock Yards' special feeding program is gradually being extended to more and more

herds, so that while not all Stock Yards' meats at present come from such herds, the quantities of such meats which will become available will be on an ever-increasing basis.

Quality has always been the goal of Stock Yards Packing Co., and this newest step is a means of guaranteeing highest quality by starting at the source—the feeding of the herd on the cattle farm. You can depend on U. S. Prime Beef from Stock Yards to give complete satisfaction to your patrons.



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(Continued on next page)

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Connecticut's delegation this year was smaller than usual, but was certainly heard from. Snapped just before the start of the formal dinner-dance were three members of the Connecticut Chapter, left George Fisher, Madison Beach Club; second from right, Joseph P. Tonetti, New Haven Country Club; and right, Theodore J. Vignaux, Hartford Golf Club. Second from left is Sidney Kay of Conway Import Co. Missing when the picture was taken were Bill and Rita Purcell, Indian Harbor Yacht Club, Greenwich; and T. S. Harvey, Jr., Shuttle Meadow Country Club, New Britain.



It was impossible to "round up" all of the New Jersey Chapter members so Club Management's roving photographer snapped these representatives relaxing at the Lakewood Country Club party. From left, C. Maynard McAllister, Morris County Golf Club, Convent Station; Marie and Carl Jehlen, Baltusrol Golf Club, Springfield; and Arthur Thomas, Montclair Golf Club.

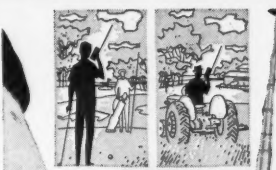


Enjoying a Pepsi at the Pepsi Cola booth are Mr. and Mrs. Fred Tenover, Park Club, Kalamazoo, Mich. Presiding at the booth is Max Fillet, special representative, Pepsi Cola, and Marlinda Mason, Miss Colorado of 1959.



Fred E. Hanneman (left) central regional sales manager for Angelica Uniform Co., is shown here with Johnson Poor, managing editor of Club Management. This was Mr. Hanneman's first conference and he was busy getting acquainted with many CMAA members.

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Lyle E. Brown of the St. Paul Athletic Club was the capable moderator for the athletic club roundtable which discussed in detail many mutual tax problems as well as other subjects including rooftop dining, parking and promotion.



A "humming" hospitality suite was that of Benco Party Favors. Shown here, from the left: E. Boyd Wade, Benco; James Byrom, St. Charles Country Club, Winnipeg, Can.; Mrs. Byrom; C. Maynard McAllister, Morris County Golf Club, Convent Station, N. J.; Leonard Taylor, Benco; Charles R. Talbott, Lafayette (Ind.) Country Club; Mrs. Talbott; Mrs. Taylor; and Phil Schiff, Benco.



Wally Stewart (right), manager of the Alta Club, Salt Lake City, has been active in CMAA affairs for many years, and at the Denver conference became a member of the 25 Year Club. He is pictured here at the Pinehurst Country Club with his daughter and son-in-law, Joanne and Dal Johnston, who now live in Denver. Mrs. Stewart also attended the conference but was unable to be at the Pinehurst luncheon.



A jovial group at the conference were these four men who have dubbed themselves "the British club managers." From the left: Archie Mundy, India House, New York; Eric Scott, Pinnacle Club, New York; Dick Kirwan, Downtown Athletic Club, New York; and John Uren, University Club, Kansas City, Mo.



Host for the Friday brunch was the Pepsi Cola Co., with Max Fillet in charge. Shown at the Pepsi table, from the left: Marlinda Mason, Miss Colorado of 1959; Paul Wilson, Pepsi, Denver; Jim Gooding, Pepsi, Denver; Ron Higbee, Pepsi, New York; Bill Petty, Pepsi, Denver; and Tom Powers, Brookside Country Club, Canton, Ohio.



Montana was represented at the conference by these two couples. From the left: Mr. and Mrs. Arnold Rieder, New Meadow Lark Country Club, Great Falls; and Mr. and Mrs. Roy W. Page, Great Falls.



Al Jacquot (left) of Aatell & Jones, who is a veteran CMAA conference-goer, greeted his many friends at the Denver conference and is shown here with Mr. and Mrs. Mark Marker, Cactus Heights Country Club, Sioux Falls, S. D.



Visitors to the Renfield hospitality suite were, from the left: Erich Kruger, Burlingame Country Club, Hillsborough, Calif., and Mr. and Mrs. Stan Gorinac, Mesa Verde Country Club, Costa Mesa, Calif. Renfield representatives on hand to greet them were Don George of Chicago and Charles Backes of New York.





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(Continued on next page)





This group of Indianapolis club managers enjoyed reviewing conference notes at the Serno breakfast Sunday morning. Clockwise: Mrs. Thelma Menges; Mrs. Kathryn Boyd; Don R. Boyd, Highland Golf & Country Club; Charles E. Menges, Indianapolis Athletic Club; and Bob Wilson, Columbia Club.



One of the highpoints of the conference was the introduction at the Saturday luncheon of the two charter members of the CMAA in attendance. Here, Frank Dowie, Sr. (left) and Howard Mehlman, manager of the Denver Country Club, exchange a toast. Mr. Dowie retired a little more than a year ago after more than 38 years at the Des Moines Club.



These five Canadians thoroughly enjoyed the Lakewood Country Club party Friday and welcomed an opportunity to compare notes on operational problems. Shown here are Mr. and Mrs. James Byron, St. Charles Country Club, Winnipeg; Mr. and Mrs. Charles Pidoux, Calgary Petroleum Club; and Jan Mathews, Toronto Hunt Club.



Ray and Dorothy Swanner (standing) were hosts in the Schieffelin room during the conference. Ray is a former club manager, now associated with the liquor importing firm. Shown here, seated from the left: William Dover, Rockhill Country Club, Kansas City; Mrs. Hans J. Indvik; Mr. Indvik, Westmoore Country Club, Brookfield, Wis.; George Huff, Port Arthur (Tex.) Country Club; and Lottie Hartley, Insurance Club of Houston.



Boyles Meat's hospitality suite was a gathering place. Shown here, from the left: Ray Garrity, Boyle; William Dover, Rockhill Country Club, Kansas City, Mo.; Emmett Huff, Prairie Dunes Country Club, Hutchinson, Kan.; Bill Ritchey (seated above) Shawnee Country Club, Topeka, Kan.; Robert Boyle, Boyle; Lynn Markham, Petroleum Club, Oklahoma City; and Dale Reid, Beacon Club, Oklahoma City.



The W. A. Taylor hospitality suite was a busy place during the conference. Shown here, from the left: Austin Steeves, Glen Oak Country Club, Chicago; Mrs. Steeves; Gus Wedell, Taylor; Mrs. Erwin Kipe; Mr. Kipe, Taylor; James Pollock, Morris Park Country Club, South Bend, Ind.; and Mrs. Pollock.

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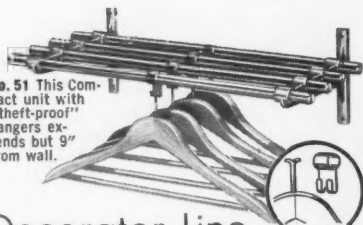
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All jacket sizes in men's and women's models.

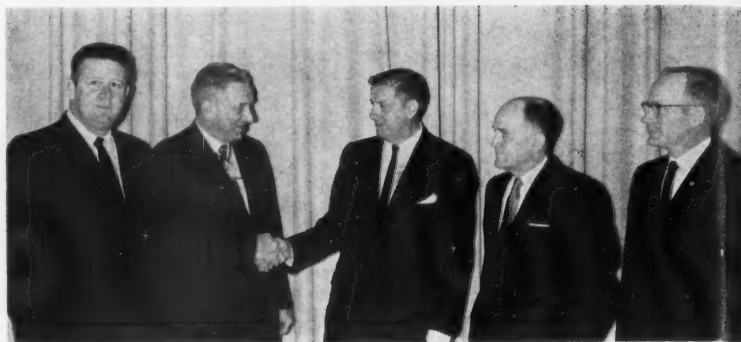
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Past Presidents of CMAA were honored at a conference luncheon. Shown here, starting at left foreground, clockwise around the table: Clyde S. Mingeldorff, Atlanta Athletic Club; Eric G. Koch, North Hills Golf Club, Douglaston, L. I., N. Y.; Carl J. Jehlen, Baltusrol Golf Club, Springfield, N. J.; Edward M. Grenard, Detroit University Club; Daniel M. Layman, Union League of Philadelphia; Royce Chaney, Northwood Club, Dallas; Wayne D. Miller, Northmoor Country Club, Chicago; Thomas C. McGuffey, Missouri Athletic Club, St. Louis; and Page Curran, River Crest Country Club, Fort Worth. Past presidents who attended the conference but who were not in this picture were Richard E. Daley, Army Navy Country Club, Arlington, Va., and William B. Bangs, Jr., University Club of Chicago.

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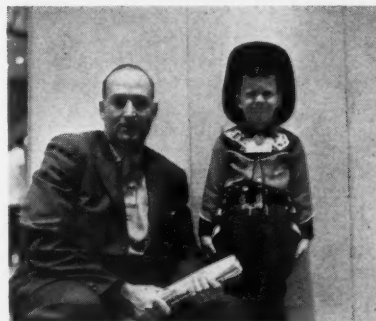


TEXAS LONE STAR Chapter, which gives an attendance award each year to another chapter, is always one of the largest delegations itself and this year was no exception.



Harry and Mary Hayes, Plymouth Country Club, Morristown, Pa., spent their honeymoon at the Denver conference. Married on January 22 in Perkiomenville, Pa., they left for Denver the same day. Best man was the president of Harry's club, Charles A. Johnson, and among the bridal party were the following club managers, Mr. and Mrs. Vince Keeney, White-marsh Valley Country Club, Philadelphia, and Mr. and Mrs. Laurence Burke, Aronomink Golf Club, Newton Square, Pa.

Jean and Claude Galloway and Jan and Lishka Richter found an excellent way to beat the fatigue which always accompanies a conference. Each night about 12 they had supper together in their room to relax and talk over the day's activities. The Richter's daughter accompanied her parents to the conference. Jan is manager of the Oswego Lake Country Club, Lake Oswego, Ore., and Claude manages the Waverley Country Club, Portland, Ore.



One of the youngest guests at the Denver Conference was John Trent Farrara, son of S. L. Farrara, pictured above with his father, who is in charge of Denver area business for Edward Don & Company of Chicago. John was 5 on February 15.



Enjoyed by the "early birds" attending the Denver conference was a bus tour Wednesday which included a trip through the Coors Brewery at Golden. Shown here is a group which had just finished the brewery tour and were sampling the finished product.



Conferences offer times that a person should be serious and occasions when delegates have an opportunity to cut up and have fun. One of the gayest nights was Friday when Texas held its party at the 26 Club. Before the celebrants arrived this peaceful picture was snapped showing Manager Gary Stay with Rachael Thomas; his wife, Laura; and Milton Thomas, Brae Burn Country Club, Bellaire, Texas; waiting to welcome guests.

Like many other conference-goers, Doris and Bruce Matthews were planning a trip afterward. On Sunday the Matthews started driving to Arizona and will continue on to California before returning to their Michigan home. Along the way, of course, Bruce will inspect many golf courses. While he has retired from club management (he's the newly elected president of the CMAA's 25-Year Club), Bruce keeps active designing golf courses.

Don Boyd, who is manager of the Highland Golf and Country Club, Indianapolis, was especially interested in the Arthur Dana seminar on kitchen planning because Don is starting a \$250,000 remodeling program at his club with completely new kitchen facilities.

Jack and Amy O'Neil, who recently moved to Rigemoor Country Club, Chicago, proudly related how their son, Wayne, has been awarded a Fullbright Scholarship at the University of Iceland and will study Old Norse. Wayne, who is married, has been an instructor at Duke University. He and his family will be in Iceland until September 1 when he will return to the University of Oregon as an assistant professor.

One of the more interesting aspects of the conference was the group of menus, napkins and doilies prepared and provided by Aatell & Jones, Philadelphia manufacturer of paper table appointments. AaJo has custom-designed paper table appointments for the CMAA conference for 20 years. Many months of preparation were required for the special art work, choice of colors and selection of unusual papers for menus, including covers and inserts, dessert doilies and napkins. Each menu and other paper table appointment was distinctive, with a colorful covered wagon theme as the key-note to illustrations.

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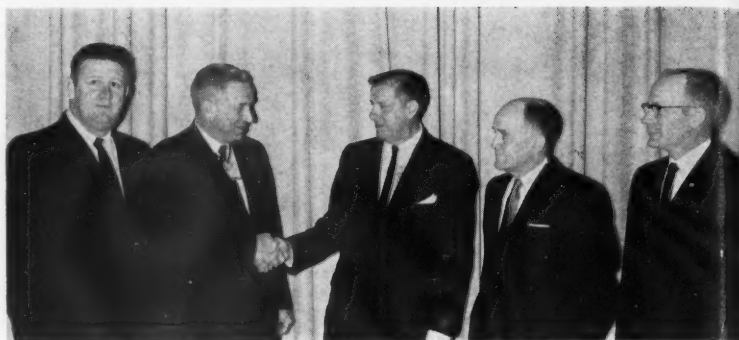
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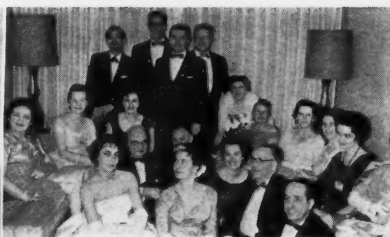
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Like many other conference-goers, Doris and Bruce Matthews were planning a trip afterward. On Sunday the Matthews started driving to Arizona and will continue on to California before returning to their Michigan home. Along the way, of course, Bruce will inspect many golf courses. While he has retired from club management (he's the newly elected president of the CMAA's 25-Year Club), Bruce keeps active designing golf courses.

Don Boyd, who is manager of the Highland Golf and Country Club, Indianapolis, was especially interested in the Arthur Dana seminar on kitchen planning because Don is starting a \$250,000 remodeling program at his club with completely new kitchen facilities.

Jack and Amy O'Neil, who recently moved to Rigemoor Country Club, Chicago, proudly related how their son, Wayne, has been awarded a Fullbright Scholarship at the University of Iceland and will study Old Norse. Wayne, who is married, has been an instructor at Duke University. He and his family will be in Iceland until September 1 when he will return to the University of Oregon as an assistant professor.

One of the more interesting aspects of the conference was the group of menus, napkins and doilies prepared and provided by Aatell & Jones, Philadelphia manufacturer of paper table appointments. Aajo has custom-designed paper table appointments for the CMAA conference for 20 years. Many months of preparation were required for the special art work, choice of colors and selection of unusual papers for menus, including covers and inserts, dessert doilies and napkins. Each menu and other paper table appointment was distinctive, with a colorful covered wagon theme as the key-note to illustrations.

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## 25-Year Club Elects Bruce Matthews President

**W.** Bruce Matthews, former manager of the Green Ridge (Michigan) Country Club, was elected president of the 25-Year Club of CMAA at the group's 15th annual meeting held during the recent Denver conference.

Robert Guynn, Jr., of the Decatur (Illinois) Club was made secretary-treasurer, succeeding Mr. Matthews in that office.

The 25-Year group is composed of members of the CMAA who have been managers of the same club for at least 25 years. Organized in 1946, it now has 25 members, 11 of whom were in attendance at the Denver meeting.

The retiring president of the group, L. Roy Leonard of the Cuvier Press Club of Cincinnati, told of plans of the association to keep in touch with members during the year. A new roster will be published.

Mr. Matthews reported on the past annual meeting and told of activities of the group.

Two deaths during the year were reported, George Healey, who was retired from the Detroit Racquet Club, and Gilbert Dupras, retired from the

Yorick Club of Lowell, Massachusetts.

One new member was admitted to the group and was present at the conference, Wally Stewart of the Alta Club, Salt Lake City.

Members of the CMAA who may be eligible for this 25-Year group are asked to get in touch with the secretary at Decatur or with President Matthews at his home address, Hess Lake, Newaygo, Michigan.

Plans already are being made for the next meeting to be held at the Miami conference in February-March, 1962.

Others in attendance at the meeting included Frank Dowie, Sr., who has retired from the Des Moines Club; Robert A. Guthrie of the Mountain City Club, Chattanooga, Tennessee; Eric G. Koch of the North Hills Golf Club, Douglaston, Long Island; John A. McCabe of the Coveleigh Club, Inc., Rye, New York; Alex Murawski of the Kenosha (Wisconsin) Country Club; William J. Purcell of the Indian Harbor Yacht Club, Greenwich, Connecticut; and Dale Shephard of the Campus Club, University of Minnesota, Minneapolis.



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## Club Serves Salads as Main Dish

One of the country's finer clubs, and especially noted for its cuisine, is the Cincinnati Club managed by Frank Rolfes, who is also executive vice president.

Members are unanimous in declaring that the club serves "the best roast beef in town", its Thursday night Smorgasbord is popular, and among its most popular luncheon features are the main dish salads.

Chef Robert Mitterholzer, always alert to the members' tastes, decided some time ago that larger and more



The finished salad bowl is served with a light French or Oil and Vinegar Dressing and Melba Toast.

interesting salads had a definite place on the menu. One that has proved most successful is his West Palm Beach Salad Bowl, featuring blue cheese and shrimp.

"We include this on the menu at least once a week the year round," he says, "and during Lent and the warm summer months, twice a week. At least 20 to 25 bowls are served at a meal every time it's listed."

Simple to prepare yet a meal in itself, each West Palm Beach Salad Bowl contains six shrimp, four ounces of crumbled Casino Blue Cheese, half a tomato, one hard boiled egg, carrot curls; and radishes appetizingly arranged on a bed of romaine, escarol,



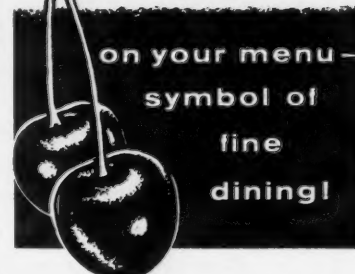
Frank H. Rolfes, right, executive vice president and manager of the Cincinnati Club, accepts a shrimp from Chef Robert Mitterholzer who is preparing his extremely popular West Palm Beach Salad Bowl.



Appetizing and substantial are these ingredients, assembled as the first step in preparing a West Palm Beach Salad Bowl at the Cincinnati Club. Shrimp, domestic blue cheese, tomatoes, hard boiled eggs, radishes and carrot curls are arranged on romaine, chicory, escarol and head lettuce.

chicory and head lettuce. With the salad, Chef Robert serves either Kraft Miracle French or Oil and Vinegar Dressing, and Melba toast. ■ ■

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## Wagon Train Rolls . . .

### Dancing in The Aisles

Following a few false starts because of lack of cooperation on the part of the weatherman and some striking dock workers, the "Wagon Train" got under way from New York City and detouring past Detroit pulled into Chicago on Sunday, January 22, headed by Al Deichler, Jr. It arrived a day earlier than expected.

The Chicago Chapter members were up to the unexpected, however, and the 23 "Pioneers" from the East were met and housed, then given a tour of several

Chicago area clubs, before winding up at the Executive House, headquarters for the "Day in Chicago," for a get-acquainted cocktail party.

Monday morning eye-openers were provided by Seagrams, then, following an Armour-Pfaelzer Bros. breakfast during which Mayor Richard E. Daley of Chicago welcomed the "Pioneers," busses were boarded for a quick, police-escorted trip to the Museum of Science and History. Next stop was the grand old South Shore Country Club, where Hiram Walker was host for cocktails and hors d'oeuvres.

Manager Arthur G. Carlson was on hand to greet everyone, and his staff served a wonderful luncheon while Co-Chairman G. V. Marlatt, Flossmoor (Illinois) Country Club, handled the job of master of ceremonies and introduced guests and speakers: Dr. Morris Fishbein, Dan MacMaster of the Museum of Science and Industry; and Robert Cromie, Chicago *Tribune*. Edward Don & Co., and New City Packing Co. were hosts for the luncheon.

A visit to the new convention hall, McCormick Place, was the next stop, with Kraft Foods Co. providing refreshments. Then on to the Union Station and the Burlington "Wagon Train" Special. Two private "club" cars provided a place for the 163 delegates to meet and dance to the tunes of Will Back and his trio. Wagon Trainers report that if you've never tried dancing in the aisle of a railroad coach that is swaying from side to side as

it is hauled along at 70 miles an hour you've really missed a thrill! It's an experience you shouldn't miss, as hosts for the party, Fleischmann Distillers and Booth Fisheries, will attest.

Following a few hours of sleep, at 5:00 a.m. the first call for the Mile High Chapter trout breakfast was sounded. Then, just as the host chapter for the conference had promised, the "Wagon Train" emerged from a gloomy overcast to sunny skies and was in Denver, receiving an official welcome, and ready for the parade up "Main Street" to the Denver Hilton Hotel and the start of the 34th annual CMAA conference. ■ ■

### Tax Exemptions

(Continued from page 34)

A request for ruling filed with the commissioner normally takes 30 to 60 days to be processed, but once obtained it gives the club assurance that it may move forward on the sale of the land without endangering its income tax exemption and without incurring a substantial tax on the income gained from such sale.

Where a club loses its income tax exemption because it engages in the prohibited activities listed in the regulations and in Rev. Rul. 60-324, any future sale of land or securities or other assets will of course require the payment of income tax on the gain from such sale by the club as a non-exempt taxpayer corporation.

The Internal Revenue Service is giving continuing study to this question of what criteria or tests shall be used in determining whether a club remains exempt under Section 501 (c) (7). It is understood that revenue service officials are approaching the problem from the question of "What constitutes a bona fide guest" rather than "What constitutes an outside party." No further revenue rulings are in prospect in the immediate future to give social clubs further guidance, but it is possible certain court decisions now pending will contain more helpful language.

As has been said many times, each club's case must be considered on its own merits. The tests set forth in Rev. Rul. 58-589 and Rev. Rul. 60-324 appear to many observers to be too strict. However, each club's local tax counsel should weigh them carefully in advising his club on the extent of its outside party activity. These criteria and tests should also be weighed in determining whether it might be more advantageous for the club to forego its income tax exemption and operate as a taxable corporation without the restrictions set forth in the revenue rulings. ■ ■



A guided tour of Chicago's new convention hall, McCormick Place, was a highlight of the "Day in Chicago."



Alex Zagone, co-chairman, gives last minute instructions to the "Chicago Day" transportation committee: Eric Johnston, Al La Monte, Ed Kocur and Tom Butler.

Co-chairman Jerry Marlatt MC's the program at the beautiful South Shore Country Club.



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**VENTURI, INC.**

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Kingsley 5-2012

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## Control of Payroll

(Continued from page 56)

staff needed to serve the additional 100 covers on Saturday is determined on the basis of the staffing guide in the column at the far right. For example, this staffing guide calls for one extra cook for each additional 70 covers to be served. The extra staff needs for the other positions and for Sunday and club functions or members' parties would be determined in a similar way.

These staffing guides or any others will not necessarily apply directly to your own club because of basic differences in complexity of menus, club policies, etc. They are used here as examples of guides you can work out for your own operation and for comparison of data for similar clubs.

As pointed out earlier, for effective payroll control, management must have full knowledge of all overtime and "extra" payroll before it is incurred. To make this suggestion practical, all overtime and "extra" payroll should be submitted for management approval (or committee approval in the case of greens payroll) on a form of requisition

■ Joseph H. Nolin, C.P.A., is a partner of Horwath & Horwath, and a graduate from the School of Hotel Administration of Cornell University. He has been the author of his firm's well-known country club studies for the past several years. Mr. Nolin was on the committee which recently revised the "Uniform System of Accounts for Clubs" for the CMAA. He also was chairman of the committee which edited the original edition in 1954.

explaining the need for the increase in payroll.

Such a form should be used even though the manager directs the dining room service personally, since the form is important as a summary and record of the overtime or "extras" needed for a particular party or holiday.

A final "Analysis of Payroll" form should be completed as a summary of regular and "extra" payroll for each payroll period, together with the related sales and statistics of the food and beverage department. The data

shown in figure 2 is the minimum required.

The data in the "Regular" column is to be entered as a summary of the payroll sheets for the period being covered. The "Overtime" column will be entered from the corresponding column of the payroll sheets. The "Extra Staff" column will be entered as a summary of the extra wage vouchers paid for the period.

These three columns can be checked to determine whether all payments were covered by either the basic minimum staff schedule or approved forms for authorization of overtime or extra wages.

Data for the "Number" columns should give the number of full-time employees and (in the case of overtime and extra time) hours or days worked. This data then will be summarized as total man-days for the payroll periods.

The final three columns of statistics are computed for each payroll classification. The results can be compared with your own staffing guides and statistics for prior periods, and with results for similar clubs.

It is essential that all segments of the club industry cooperate in establishing payroll productivity standards.

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Sit down and be our guest! May we recommend the specialty of our house?

You — and Dennis Water Cress — can do such wonderful things together.

Only Dennis Water Cress assures you that crisp freshness and distinctive limestone flavor patrons love. Your order cut, washed and shipped the very same day. Satisfaction assured.

**CULTIVATED FOR BETTER TASTE**



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THE ADAM PATTERN OF WOVEN COTTON DAMASK IN THE MARCO POLO ROOM.



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Inherent quality is the feature of all Hardy Craft linens—from place mats to banquet cloths. So evident is the originality of patterns and textures, so beautiful the craftsmanship, so luxurious the drape, it is no wonder that William Pahlmann chose Hardy Craft to set the background for every table-setting at the Designs for Dining section of the National Hotel Exposition.

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# CMAA Committee Reports

## Governmental Affairs

Richard E. Daley

The committee reported to the membership on the following rulings issued by the Internal Revenue Service:

**Revenue Ruling 59-409:** Covering taxability of meals and lodging furnished families of employees. Though this particular ruling refers to employees of another category, it is believed applicable to club managers and assistants.

**Revenue Ruling 60-108:** Covering the taxability of charges for hiring, boarding and sheltering horses at hunt clubs. We appreciate that this matter is of limited interest but we do have a few members managing hunt clubs.

**Revenue Ruling 60-324:** Regarding the extent to which a social club, which has been granted exemption from Federal Income Tax, may make its club facilities available to outside organizations and groups and still retain its exemption.

**Revenue Ruling 60-315:** Which exempts from club dues tax any amounts paid after November 1, 1959, for repayment of a bank loan or restoration of a club's reserve fund, which is used to pay for capital improvements.

The committee kept the board informed regarding developments in the House Ways and Means Committee on the possibility of reducing the excise tax on club dues from 20% to 10%.

We were advised by members of the Committee that due to pressures for an early adjournment of Congress on account of the election campaigns, that it would not be an appropriate time to introduce any tax reduction legislation and this advice was followed.

However, a bill has already been drafted for introduction in the new Congress which is just convening. As of this writing definite committee assignments have not been made but the announcement is expected at any moment.

The plan of action of your committee, if you so approve, is to solicit the help of the entire membership in this campaign for the passage of this legislation. The names of all members of the Ways and Means Committee of the House of Representatives, with the districts they represent together with helpful suggestions as to what action should be taken will be published in the March CMAA Newsletter. With a real coordinated effort on everyone's part we feel there is at least a fair chance of success.

In closing, I wish to acknowledge our appreciation for the assistance and guidance received from our association counsel, Walter Slowinski, and from our executive secretary, Edward Lyon, and sincerely hope that the work of the committee has been of some service to our entire membership.

## Club Management Institute

Edward M. Grenard

Things accomplished during the past year included:

(1.) The editing and publishing of the digest of remarks from the Pittsburgh conference, which was mailed to the entire membership.

(2.) The revision of the uniform system of accounting for clubs. The committee was composed of Phil Stone, chairman; Richard Kirwan, city clubs; Forest Davis, country clubs; Joe Nolin and Art Iredell representing accounting firms.

(3.) The Denver conference educational program.

(4.) Promotion of 1961 workshops. We are setting up a five-year curriculum and will give certificates at the end of each year and at the end of five years. The location of these workshops for 1961 are Michigan State University, Cornell University, San Francisco, Hayden Lake in Idaho, Washington, D. C., and Dallas, Texas.

(5.) College curriculum. Our committee has formulated on a percentage basis what we feel is a minimum number of hours in various subjects that a student should have graduating in club management. This list will be sent to all schools which provide courses in club management.

(6.) Elective courses. Michigan State for the first time this year had an elective in club management at which club managers spoke to the students on various subjects. Cornell will have its third elective next year starting the first Monday in October and running for six consecutive Mondays.

(7.) Textbooks. The textbook which we are publishing is to be put out in

sections, the first section to go to the press September 1, 1961.

(8.) National Council on Hotel, Restaurant and Institutional Education. Our committee in addition to supporting financially this committee of education has agreed to participate personally in its operation and send a representative to its meeting November, 1961, at Cornell.

(9.) Miami conference educational program. In addition to the seminar we will feature three specialists who will speak to the entire conference on selected subjects.

(10.) This committee proposed an honorary membership for Dean Meek of Cornell, which the board of directors of CMAA awarded at the final meeting of the conference in Denver.

## Membership

Robert Guynn, Sr.

During 1960 the CMAA has enjoyed the largest increase of membership of any one year in its history.

Three hundred seventy-four new members were added and with a loss of 174, this made a net gain of 200, or a total membership of 1972 as of December 31, 1960, 28 short of 2000. However, enough new members were elected by your board prior to the meeting so as of now we have more than 2000 members.

On behalf of my co-chairman, Charles J. Viviano, I would like to thank all chapter presidents and individual members for their help in making this splendid increase in membership possible.

## Editorial Advisory

Robert M. Dorion

The editorial advisory committee is pleased to report that the chairman has had occasion during the past year to meet with Wes Clark, editor of CLUB MANAGEMENT, and with CMAA Executive Secretary Ed Lyon to discuss editorial material for CLUB MANAGEMENT magazine. The committee has



Members of the Club Management Institute were busy with meetings during the conference. Seated, from the left: John Brennan; Edward Grenard, chairman; Kenneth Meisnest; Royce Chaney; and Henry Barbour. Standing from the left: John Bennett; Claude Galloway; and Edward Lyon.



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## CROWN MEAT PRODUCTS CO.

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## ZATARAIN'S PURE FOOD PRODUCTS

920 Valmont Street New Orleans 15, La.

## F. STRAUSS & SON, INC., OF NEW ORLEANS

1300 Poydras St. New Orleans 13, La.

*(Continued on next page)*

received frequent correspondence from the editor, and has expressed opinions and made suggestions as to editorial content.

At the suggestion of the editor and at the request of the committee, CLUB MANAGEMENT has received each month from Harry Fawcett, an article on food preparation and service, which has subsequently appeared in the magazine under the title of "Food Topics."

It is sincerely hoped that other association members, who have recently been contacted, will also provide editorial material for the magazine from their vast stores of knowledge.

At the direction of the board of directors manuscripts in competition for the Fred Crawford Memorial Award were received and were reviewed by each member of the committee, who later met in session to select a winner. The award was presented at the Saturday session of this conference.

The editorial advisory committee wishes to express its sincere appreciation to CLUB MANAGEMENT and its editorial staff for the fine cooperation received in all matters. Also, our thanks to the officers, directors, and association members who have contributed editorial material during the past year.

In concluding this report, the editorial committee feels greatly privileged to commend Wes Clark and CLUB MANAGEMENT for the high level attained in its excellent publication.

## Chapter Relations

Charles E. Errington

Your chapter relations committee has made considerable progress this year in pursuing several objectives initiated by previous committees:

1. To establish and record in the national office definite boundaries for all CMAA chapters.



Fielding questions and throwing out some of their own at the regional directors and chapter officers meeting were these CMAA officials: John Bennett, San Francisco Commercial Club; John Brennan, Birmingham (Mich.) Country Club; and Edward Lyon, CMAA executive secretary.

2. To complete a file of chapter by-laws in the national office.
3. To see that each chapter has in its file an official charter from CMAA.

Based upon chapter status reports secured from the national office covering the years 1959 and 1960, the following has been accomplished:

At the end of 1959 thirty-eight chapters had filed definite boundaries with the national office. As of this date 47 chapters are on file. This is a gain of nine, leaving only two chapters whose boundaries have not yet been resolved.

At year end 1959 thirty-one chapters reported possession of a charter. As of this date, 37 chapters report charters on file. This is a gain of six, leaving only 12 chapters which do not have, or have not reported the possession of a charter to the national office.

At the end of 1959 twenty-four chapters had filed by-laws with the national office. As of this report, 48 such chapter by-laws are on file. This represents a gain of 24, leaving only one chapter

unreported in order to complete this file.

The regional directors, who are all members of the committee, have put considerable stress on urging chapters to comply with Article VII, Sec. 2-C, E and F of the national by-laws which set forth chapter obligations in reporting their activities to the national office and the maintenance of minimum educational standards.

This by-law, in essence, provides means for a more cohesive organization and, generally speaking, organizations will usually only grow in strength and importance in direct proportion to the degree of support shown by their

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Capilano Golf Club, a premier private club in West Vancouver, B. C., requires manager to be fully responsible for all club operations, with proven experience in dining room and associated catering services, social activities, building and equipment maintenance, office and accounting procedures. Salary commensurate with experience and ability as required by a first class golf club.

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# FRIENDS OF PELICAN STATE CHAPTER

(Continued from preceding page)

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**LOUISIANA PAPER COMPANY, LTD.**

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subordinate units. While considerable progress has been made during the past year in this area, it is still evident that continuing emphasis must be placed on this phase of the chapter's relationship to the national organization.

Your chapter relations committee also had occasion to consider the subject of chapter publications. It is the consensus of the committee that such publications be encouraged in every possible way. It is felt that they stimulate interest, show activity, and serve to enhance chapter morale. It is also recognized that lack of control over policies concerning such publications could become embarrassing to CMAA in certain areas, particularly in the solicitation of paid advertising. It is therefore the recommendation of this committee that if such publications should grow substantially in number, rules covering their publication should be formulated by the national board.

In conclusion, may I express my appreciation to the regional director members of this committee for their cooperation and support, as well as to Ed Lyon and the national office staff.

## Advertising Advisory

Bob Yoxall

The function of this committee is twofold: to act as a liaison between CMAA and CLUB MANAGEMENT magazine in screening the type of advertising published in the magazine, and to find ways and means of obtaining new advertising accounts.

During the past year a number of ads for employment were submitted to this committee for their acceptance or rejection, and the committee attempted to evaluate these ads in the light of the ethical standards of the association and decisions were reached in accordance with these standards.

The committee has diligently pursued the prospect of securing accounts within the automotive industry and reports that this possibility appears very encouraging for the coming year.

Don and Wes Clark, Johnson Poor and Harold Colbert have worked very closely with our national office during the past year, and have attended many regional and chapter meetings, keeping the CLUB MANAGEMENT executive staff in close touch with national and local problems.

During 1960 CMAA received generous commissions from CLUB MANAGEMENT, and our contract with CLUB MANAGEMENT was renewed this past November.

Special commendation should be given to all chapters which have worked on special sections, and particularly to the Mile High Chapter for its record-breaking special section which appeared in the January issue.

I should like to recommend to all club managers the practice of keeping CLUB MANAGEMENT informed as to where and when you make purchases from advertisers in the magazine. In this way you make known to these advertisers the value of buying advertis-

ing in CLUB MANAGEMENT. This, of course, also benefits your association in a direct way.

## By-Laws

Fred H. Hollister

The proposed changes to by-laws have been submitted to all active members, by mail, in accordance with the present by-laws.

There are 17 proposals in number, and I am sure that a reading of these would consume entirely too much time at this moment, and therefore request that they be considered part of this report.

Accepting the mandate from members attending the Pittsburgh conference last January, the by-laws committee was expanded this year to provide representation across the country. William A. Buescher, Jr. (Wisconsin), Walter M. Clist, Jr. (Texas), Howard H. Mehlman (Colorado), and Frank H. Rolfes (Ohio) have met, via correspondence, have considered various proposals and suggestions, and even investigated the feasibility of having by-laws completely rewritten and modernized.

No major demands have been made for any changes to by-laws this year, but your committee, working with the board of directors, feels that certain minor and largely administrative amendments are necessary. Item #17 has been proposed by the Evergreen Chapter in accordance with Article VI, Section 1.

I would like to express my appreciation to all members of the committee, and to your officers and board of directors, with a special thank-you to Walter Clist of Texas whose comments were of great value. And a particular thank-you to your Executive Secretary Ed Lyon and his staff, whose research and leg-work was invaluable.

## National Conference

John T. Brennan

Many of you are aware of the policy of our national organization in assuming a greater share of the responsibility for the conduct of the annual conference, and while much remains to be accomplished, we believe that progress has been made in this direction this year.

The two members of the committee serving with me, Harry Gray and Henry Barbour, brought fresh ideas and experiences from their recent successful conferences, and their help and advice in many matters was much appreciated by everyone.

Our committee, with the help of Kenneth Meisnest, past chairman of the national conference committee, and Dan Layman, an old hand at running conferences, and Ed Lyon, our executive secretary, secured financial sponsorship from regular national contributors and aided in making arrangements wherever possible.

But, lest you feel that we are attempt-

ing to take credit for what has already happened here and what is to continue to happen, we hasten to add that this conference today would not be a reality if it were not for all the effort, time and energy put into it by the General Chairman Horace Duncan, and all the members, wives and friends of the Mile High Chapter.

We all owe them a tremendous debt for staging what has been predicted will be the biggest and finest conference we have had up to now.

## Public Relations

John Outland

With the volatile conditions existing and the possibility that there could be a slackening in volume of business for a period, it would appear that CMAA is in the best position of recent years to declare its strength. It is in such a time that efficient, skilled management is not only at a premium, but is a necessity. Certain it is that the members of CMAA are experienced, as a requirement of membership, and that they have been exposed to more education and information in good club management than is possible to any others in the field. Now is the time to let the interested public know of the value that CMAA is being to its members and through them to the clubs they manage.

Your public relations committee after considerable consultation decided that a good portion of its activity this year would be directed toward a determination of fundamentals and a statement of possible objectives that would lead to the production of a better image in the eyes of our public. This in no way minimizes the importance of newspaper and magazine publicity. Actually previous committees have laid such good ground work utilizing these media that your present committee has felt that it could devote its time to expanding the scope of its work to include other fields.

As in any sales program, we should determine, "What is our market? Where should we direct our efforts?" We feel that our public, or market if you please, can be divided into five categories:

1. Members and officers of represented clubs;
2. Members and officers of non-represented clubs;
3. Club managers qualified but not CMAA members;
4. Purveyors to clubs;
5. The public at large.

We can reach these people by: 1. Word of mouth; 2. Individual letter; 3. CMAA "Newsletter"; 4. CLUB MANAGEMENT Magazine; 5. Newspaper publicity.

With the realization of the market and the media of communication we reach the third necessary element of a public relations program—material. What do we have to sell? What is the image we wish to create and hold forth to the public view? The salable assets of our association are many. It would be a good thing for each of us to sit down some day and try to list all of them that we could. It might increase

(Continued on page 174)



# Luncheon Clubs Are Becoming Increasingly Popular

By Donald H. Clark  
Publisher

An interesting and informative meeting of managers of luncheon clubs was held during the Denver conference of the CMAA.

Eric Scott, manager of the Pinnacle Club of New York, Inc., acted as moderator with H. Alton Owen, Jr., manager of the Harbor View Club, New York, as co-moderator.

In opening the meeting, Chairman Scott emphasized that few round-table sessions of luncheon club managers had been held in the past, but it was hoped that this would be a regular feature of all future CMAA conferences. "The growing popularity of our luncheon clubs is adding much to the American way of life in the club world. This



Moderator of the luncheon club meeting was Eric Scott (left), Pinnacle Club, New York. Co-moderator was H. Alton Owen, Jr., Harbor View Club, New York.

facility has been publicized in the last year, and I particularly want to call your attention to a New York *Herald Tribune* article published on January 23 which gives a rundown of some of the leading New York City luncheon clubs," said Mr. Scott.

"In New York City, in addition to the Pinnacle Club in the Socony Mobil Building and the Harbor View Club at 2 Broadway, there is the new Fifth Avenue Club at 717 Fifth Avenue, the Hemisphere Club in the Time & Life Building at Rockefeller Center, and there are well-known older clubs such as the Bankers Club of America, Inc.,

(Continued on page 181)



## Leading Purveyors to Clubs In the Mid-America Chapter

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### WILLIAMS MEAT CO., INC.

The House that Quality Built  
20th & Kansas Kansas City, Kansas

## Committee Reports

(Continued from page 172)

our personal esteem of our association. We have listed a few as a starter:

1. Annual conferences—educational programs and exchange of ideas;
2. Workshops—concentrated and specialized education;
3. Insurance—a measure of security afforded each member;
4. Inter-club relations of managers—nationwide acquaintance;
5. CMAA "Newsletter" and CLUB MANAGEMENT—specialized information concerning club operations, equipment and such.
6. Library at national office—extensive reference material available.
7. Placement bureau—potential assistance to both clubs and managers seeking placement.
8. Rigid prerequisite for membership—experience and acceptability.
9. Legal counsel and legislative activity—club industry represented principally by CMAA counsel.
10. Sincerity in Code of Ethics.
11. "No solicitation stand"—purveyors not solicited for conference assistance.
12. "No payola" stand—affirmative statement of position to purveyors.
13. Research and testing laboratories work available.
14. Mutual assistance and idea exchange between individual managers.

## Board-Manager Relations

(Continued from page 62)

resulting decisions are not the best that could be made for the club membership as a whole.

Also, the responsibility of each individual member to discharge any duties assigned to him is much greater if he is an elected member of the board. In his elected position he is answerable to the membership that supported him in his quest for office. There are many other reasons for a committee make-up of this type, but I will not go into them.

Obviously, it is impossible for a manager to do anything other than advise club officers as to the best set-up. It is not possible for him to change the existing set-up other than by offering sound advice for any possible improvements that might be made to the organization. A manager always can aspire to an ideal situation, but it is rare that he is able to achieve it. There is no way that the bitter can be eliminated entirely from any situation.

The second thing about the committee and board set-up (as it applies to management) is: I would strongly recommend that you advise your club officers, if possible, to have no committee action be final until it has the approval of the board. This, again, places responsibility for club policy squarely in the laps of the men who are elected by the membership. Obviously, emergencies may arise that require quick decisions, but these are few and far between. General club policies are available for discussion 52 weeks a year, and changes should be approved by the

elected body ruling the club before they are put into effect.

This is one area in which I believe the majority of country clubs are not making it attractive for their better members to be on the governing body. I believe they waste too much of the time these people have available for club service with long discussions during board meetings that should be resolved in committee meetings.

When I hear of board meetings beginning with dinner at 6 p. m. and extending until 1 and 2 a. m., I wonder how those clubs ever get members to serve on the board. Such a waste of time certainly is not conducive to the best interest of everyone concerned. Board members should be given the facts concerning the problems to be discussed prior to the board meeting. Certainly there can be major differences of opinion, and they should be discussed and aired thoroughly. The facts will not change; the opinions may.

If a manager has a thorough knowledge of committee and board organization, ultimately he may be able to prevail upon club officers to accept his recommendations. If so, he will be a highly respected manager, and one that will be cherished in that club for all time to come.

One of the most serious faults in the relationships of some managers with board members, and club members generally, is that not enough managers are capable of viewing their operation, their staff, their facilities, and their club policies from the viewpoint of a member of the club. A manager becomes so engrossed in the mechanics of producing the required facilities and conveniences for the membership that he fails to realize that he is the liaison between the policy-making group and the employees who make those policies a reality.

As a result of this shortcoming on management's part, I believe that criticism, when directed toward the club staff, or toward its facilities or toward us as individual managers, is apt to be considered more personal by each of us than the criticism was intended to be.

Consider a man who is paying, we'll say, 50 dollars a month dues in a country club for the privilege of entering the club and enjoying a steak that is labeled "U. S. Prime" on the bill of fare and priced in a manner that would indicate it should be "U. S. Prime." If the steak that is served to him doesn't compare at all favorably with one served by a public restaurant and labeled "U. S. Good" and priced accordingly, why shouldn't he be upset? Would you appreciate poorer quality in your own club, one in which you owned a share of stock, in which you paid the operating assessments, if any,

and contributed to the employees' Christmas fund, and in other ways patronized club facilities to the extent that you are considered a good member?

Of course, we all know things do go wrong. Every meal we serve can't possibly be the finest. We can aspire to that and hope to achieve it, but when we don't achieve it, we should be able to accept criticism in a graceful manner, and vow then and there that next time the criticism cannot be made.

This attitude applies to your board-manager relationships for this reason: I doubt if a board member ever has been elected who did not immediately upon his election receive countless complaints about the service, the facilities, and questions as to why the golf shop wasn't open at 6 o'clock on Tuesday morning because a life-long friend wanted to get his clubs for a projected trip to Florida. The life-long friend is being unreasonable, but what can the board member say to him, "Sure, Joe, I'll see what I can do about it. I'm sorry it happened." Long before his membership on the board has passed, he will have received hundreds of these complaints, some of them small and inconsequential, some of them large and serious.

Therefore, Mr. Club Manager, try reversing your field for a few minutes each day and look over your club, its staff, and its program as though you are paying the price to enjoy it that your members are paying. You will be a better club manager and your board relationships will improve a thousandfold.

You will automatically suggest to your officers every possible improvement in service and surroundings you can visualize, and the work that you do to produce these changes, if they are required, will be a gratifying experience. The financial result will take care of itself if you use discretion and good judgment. Financial management is more important today than ever before. Most of us have a lot of income coming into our clubs, but we are faced with tremendous expenditures in order to keep our facilities open and staffed.

If a manager can produce a situation of this type, then he should have no fear of board-manager relationships.

I do not want to disregard the one thing about which no person can give advice—that is the personality clash between an individual board member and a manager. I suppose these clashes are inevitable, but I hope that any manager will be able to hold them to a minimum. Such a condition is rare, thank goodness, and in those few cases where such situations do develop, the only suggestion I can give is to remember the motto: "A kind word turneth away wrath." ■ ■

## Budgets

(Continued from page 52)

penses and the applicable variances in his area of responsibility. It would be of little value to prepare a report for a supervisor showing costs over which he has no control.

B. It is important to realize that budget reports will be read by supervisors and; therefore, technical accounting jargon should be avoided. The report should be simple and concise and the headings should be easy to understand. The report should not be cluttered with unimportant information.

C. All budget reports are not going to be read by the same level of management. The chief executive wants a quick "birds-eye view" of the overall business operations, and then if he has time he may want to examine the underlying detail. On the other hand, the

supervisor will need a detailed analysis of the expenditures over which he is responsible.

D. Only substantial variances should be reported. The application of the "exception principle" of reporting not only saves time in the preparation of the report but also enables the reader of the report to put his finger on the trouble areas immediately without wading through a maze of figures.

E. Since the readers of the budget reports may come from varied backgrounds, careful consideration should be given to the type of report selected for the user. Some of the media used for presentation of data are:

**Written reports**, which include formal financial statements, tabulated statistics and narration.

**Oral reports**, which are given at group meetings and conferences and may supplement written reports.

**Graphic reports**, which include

charts, diagrams and pictures, and will impress some readers more than volumes of written words. These are highly effective in presenting a story of what the trend is, and can demonstrate relationships which would take pages to describe.

There are numerous methods of preparing budget reports and expressing differences between actual and budgeted results. Variations may be expressed in absolute amounts, percentages, or both. Variations expressed as absolute amounts are not always satisfactory, since the absolute amount is frequently not indicative of the significance of the variation. Obviously, reports that show variations expressed in both absolute amounts and percentages (utilizing the "exception principle") are the best.

Another effective method of control can be achieved by comparing results

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of the company with performance of others in the same field of endeavor. Much of this type of data is available from associations and/or financial reports issued annually or quarterly, etc.

In addition to the above methods of control, it is essential that absolute control be maintained over budget revisions if effective budgeting is to be achieved. Any budget is a living thing and needs constant change. Too many budgets are established that are left to stand for years and years. To make any system of budgets most effective, budgets should be revised every six months or sooner, if practical, which will enable management to reflect internal organization changes and fluctuations in general economic conditions.

However, as a general policy, budget revisions should be held to a minimum. It is frequently desirable, in the case of minor changes, to let the effect show up on the budget reports as explainable variations rather than to go to the trouble of revising the budget.

■ ■

### Club Membership

(Continued from page 42)

ticularly in city clubs. This is because of the growing tendency to use the luncheon hour for business conferences. Many business men and industrial leaders find the atmosphere of a private room in a club more conducive to a harmonious discussion of business matters than that of an office.

One study indicated that a newly designed menu, attractive in color, format, and featuring salads and other items which appeal to the diet-conscious, should be put into effect in the ladies' dining room. It was apparent that service in this room should be limited to the luncheon period Monday through Friday.

But, most important, a concerted effort needed to be made to make the club and its facilities attractive and important to the younger professional

and business men and women of the city. Without their patronage and support, the club could not hope to maintain its position or to operate satisfactorily financially.

Periodically you should determine whether your club's facilities and services are fulfilling the purpose originally intended. Is the membership itself the principal participant in the functions taking place under the club's auspices? Or, has your club by degrees become the center of activities largely patronized by non-members? Such a state of affairs can and does happen, more frequently than you think. It may have happened in your club so gradually neither you, your officers or your directors have been conscious of the transition.

By their very nature, clubs are designed for the use and enjoyment of members and the guests of those members. They are not intended for the use of the general public. The primary purpose of a club is good fellowship—an opportunity to gather with kindred spirits who, though their backgrounds and experience may be diverse, have one object in common: the enjoyment of good food, good drink and good conversation. This purpose cannot be realized if the club is subject to constant invasion by strangers.

Many clubs enforce a wise rule. No member may entertain the same guest more than once a month. This serves a dual purpose. First, it ensures that no non-member may enjoy the freedom and privileges of the club on too frequent a basis. Second, it means a variety of men will cross the club's threshold as guests of the members.

A club should be operated first, foremost, and always for the benefit of its members. ■ ■

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## Luncheon Clubs

(Continued from page 173)

at 120 Broadway, India House at 1 Hanover Square, the Whitehall Club at 17 Battery Place, the Empire State Club in the Empire State Building, the Cloud Club in the Chrysler Building, and the Traffic Club in Grand Central Station.

"Other new clubs are being planned, including one on the top floor of the Pan-American Building, which is to be the largest office building in the world and in the Grand Central Station area.

"This is all testimony to the growing interest in luncheon clubs. The American businessman now takes his business to lunch and continues its conduct while eating.

"One subject which I would like to bring up for consideration is the invasion in this luncheon club field of the industrial chain feeders. This is perhaps a threat to our business and should be considered seriously by all of us. Two New York luncheon clubs are being operated now by restaurant chains."

Many subjects were discussed during the round table including pension planning, menus, methods of improving type of service, disposition of members' chits (some clubs use a Recordak system to have a complete record of chits for their files), average luncheon checks, dues, guest policies and charges, rental policies on private dining rooms, tipping policies and cocktail hours.

Especially interesting was the discussion of average luncheon checks. In New York City in the newer clubs, this averages over \$4, while clubs in Denver, Tulsa and Honolulu showed averages ranging from \$1.40 to \$2.50.

It was brought out that in many of the eastern clubs, memberships though privately owned, were paid for by corporations, while in the west there is a higher percentage of individual members. In no case did a club report a corporation membership as such; every membership was in an individual's name and was held by him, although many clubs would permit another member of the same corporation who moved to the city, to take the place of the member who was leaving the area, subject, of course, to the approval of the club's own board of directors.

Generally speaking, the luncheon clubs had a few private dining rooms available, which were reserved normally for one time only, although in a few cases the same group of members would have the same room on a weekly or monthly reservation basis.

Many of the clubs have an afternoon cocktail hour from 4 to 7, and several had dinner service either three nights

a week or, in a few instances, every day.

A self-service coffee bar open about 10 in the morning has proved very popular at several clubs, particularly those located in office buildings. The 26 Club in Denver, for instance, often has as many as 200 or 300 of its members drop in during the morning for self-service coffee at a 15-cent charge for coffee and a similar charge for fruit juices or pastry.

After-dinner coffee in the lounge is also a feature at most of the clubs, either at a nominal fee or, in a few instances, at no additional charge. ■ ■

## Conference Speaker



"It is hard for the people of the East to base their hopes on America," warned Bill Hosokawa, Sunday editor of the *Denver Post*, in his talk to the CMAA conference at the luncheon on Saturday, January 28.

Drawing a vivid word picture based on his travels through the East and personal interviews with the peoples of many countries, Mr. Hosokawa pointed out that it is important what the people, who look to us for learning and leadership, think of us. We must maintain our stand in Laos, he continued, because people ask whether we will continue or change our policies.

There is a need for education and putting our point over to the people who demonstrate against us and, as a minority, influence the policies of their countries. Give American foreign aid on a level people can understand, Mr. Hosokawa stated. Show them how to produce better chickens and better crops. These are things they will remember. These are things that with intelligent public opinion at home and information from the East will turn back Communist aggression.

## How to Plan Layout For Hot Foods

(Continued from page 66)

storing heated dinner plates, covers, soup cups, and much of the hot food for 250-300 people, as well as for dishing out this food. A steamtable or hot food serving counter, in the conventional sense of these words, is unnecessary because the pans are emptied faster than any cooling off period.

Steam kettles, whether directly connected to a steam line or with their own self-generated steam, are four to six times faster in bringing cold liquids to a boil than are range tops. Kettles are flushed and cleaned easily, ready for other food items. Their use eliminates lifting heavy pots onto and from ranges.

The most common type has a steam jacket or enclosure only two-thirds of the way up from the bottom.

The full-jacketed kettle is shallower and wider, and is most useful for simmering or braising meats and poultry.

Tilting kettles are best for making sauce foods. Although the floor models usually are not fitted with a draw-off faucet, such an extra is desirable. It permits the kettle to be flushed out into a drain trough directly under the faucet.

A steam jacketed kettle, generally the largest, for soup and sauce stock can be farthest away from the sauce cook's station. A reasonable sequence starts with the largest kettle for stock and continues with those successively smaller. The latter are likely to be used more frequently, each for one or more tasks.

A full depth (front to back) recess of about two inches is desirable for all steam-cooking equipment, with drain troughs and anti-splash grates under each faucet (a minimum of 12 inches square). If, for the large tilting kettle, a draw-off faucet has not been installed, the drain trough should extend 15 to 18 inches in front of the pouring lip. If a recess in the floor is not feasible structurally, either a curb or a full-length continuous drain trough may be the solution. The raised curb is, of course, least desirable.

In addition to the well-known compartment steamer operating at three to five pounds pressure, there are two types of cabinet pressure cookers operating at 15 pounds pressure—one with a capacity of about 25 to 30 pounds of vegetables in each compartment, the other, two and one-half pounds. Both cook frozen green vegetables in less than half the time required by the compartment steamer. ■ ■



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nest and Edward Vetter. Thanks are also due the many chapter members who worked long and hard to secure local advertising. To all of them we give our sincere thanks for a job well done.

In addition, we are especially grateful to the following chapters and their advertising committees who, with the help of local purveyors, have sponsored pages in this special issue:

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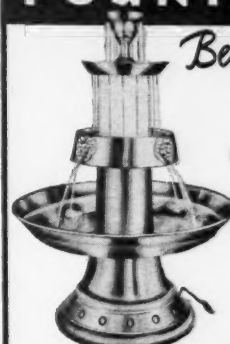
### Designs for Dining

The 1961 Designs for Dining, a feature display at the National Hotel Show scheduled for November 6-9 at the New York City Coliseum, will be designed by Ellen Lehman McClusky, A.I.D., it has been announced by Harry M. Anholt, chairman of the event.

Mrs. McClusky has done the designs for several leading clubs over the country.

Each room setting will have a food specialty theme this year, which is the third for the Designs in Dining display. Interior settings will include an El Torro Room (steak and chops menu); Mandalay Room (seafood); Gourmet Buffet (luncheon, dinner and after-theatre-snack area); Cake Basket (coffee shop menu); Le Chasseur (cocktail lounge).

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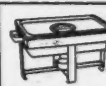
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LADY having had long experience in city and country club management seeks connection as manager or assistant manager. Full knowledge department operation. ADDRESS: Box 67-Z, % CLUB MANAGEMENT, 408 Olive Street, St. Louis 2, Missouri.

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This club, formerly operated as a summer resort hotel on Lake Champlain, now owned by the employees of the General Electric Company, is interviewing for the position of club manager. This position offers unusual challenge and opportunity for a qualified individual in that he will be starting with a new organization and will be responsible for the recreational and financial success of the club. Grand opening is scheduled for the first of May; therefore, Manager should be installed by the first of April. Qualifications: Club management, experience, married, age 35-55, good health, neat appearing, good moral character and have good employment record. ADDRESS: J. J. MAY, 94 McINTOSH AVENUE, SOUTH BURLINGTON, VERMONT.

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Shown above are members and friends of the DETROIT Chapter who gathered before the Saturday night party to pay their respects to John Brennan, new CMAA president.

OHIO VALLEY Chapter was the group with the largest total number of members at the conference.



CHICAGO, always a large group, was especially well-represented this year because of the Wagon Train which several chapter members spearheaded.



SOUTHERN CALIFORNIA was represented by this large group of members. The chapter, for the second straight year, won the chapter achievement award.







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